

2023 EXECUTIVE SUMMARY ENAIRE



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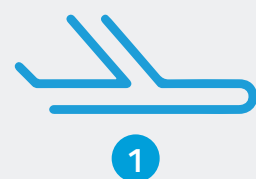
About ENAIRE

1.1. ENAIRE LEADER IN AIR NAVIGATION

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1.1. ENAIRE LEADER IN AIR NAVIGATION

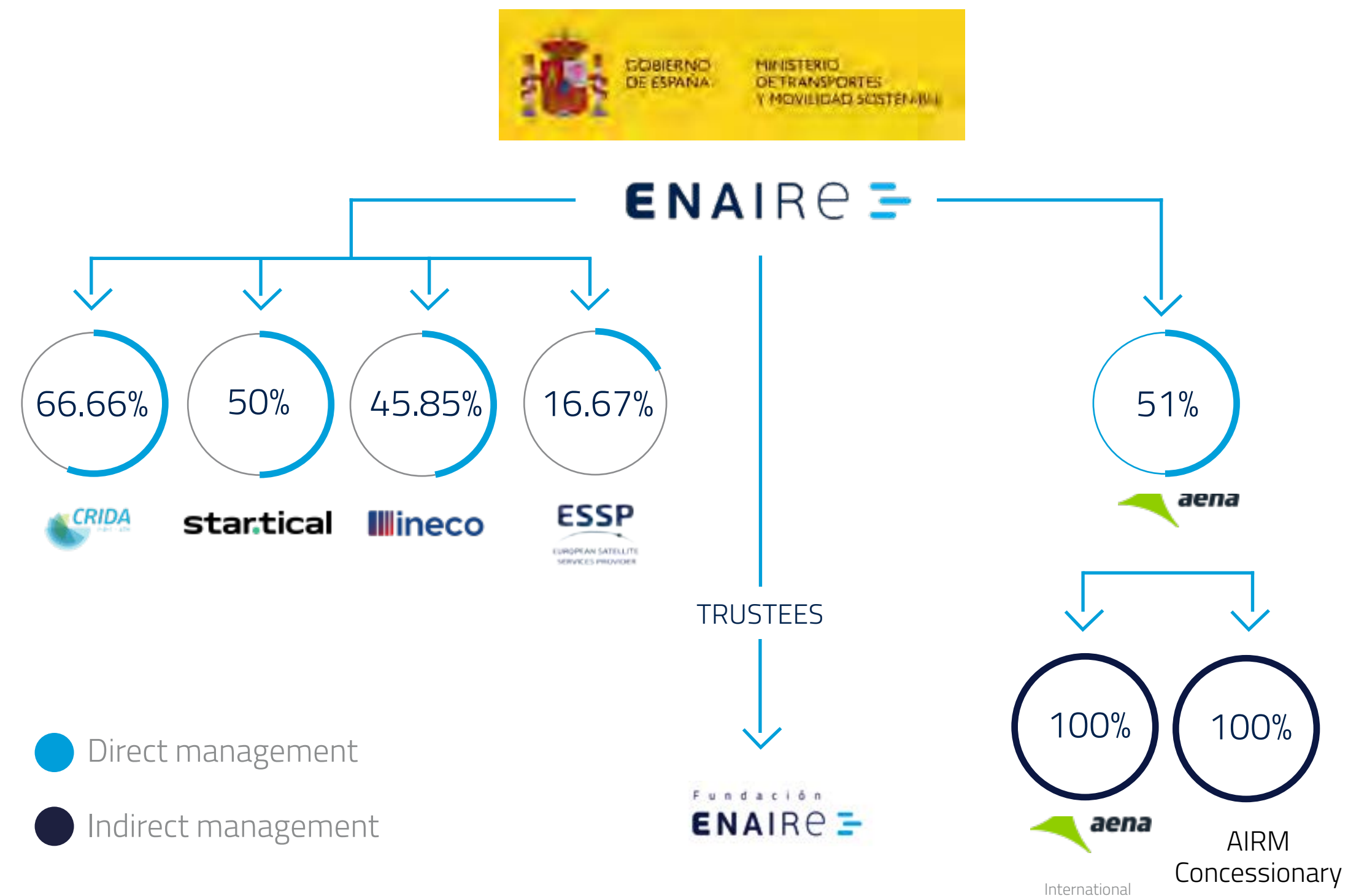
We are the leading Spanish Business Public Entity in the field of air navigation

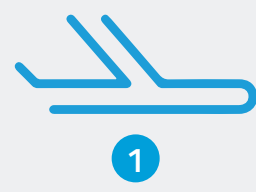
Thanks to our services in Spanish airspace, in collaboration with the stakeholders in the sector, we promote the development of air transport in an efficient, competitive, and sustainable manner.

Having established ourselves as an international benchmark and leader in the sector, we manage 22% of flights in Europe and continue to work to set an example of excellence, both for our customers and for society.



We are attached with the Ministry of Transport and Sustainable Mobility of Spain and develop our strategy within the framework of the Spanish Government's general transport policy





1.2.

FLIGHT PLAN 2025

The Flight Plan 2025 is ENAIRE's Strategic Plan for the 2021-2025 period, which was approved by ENAIRE's Board of Directors in April 2021 and was recently updated in December 2023. This plan establishes ENAIRE's annual objectives in line with its mission and values, in order to offer excellent quality services to our customers and to society, while ensuring the utmost respect for the environment.

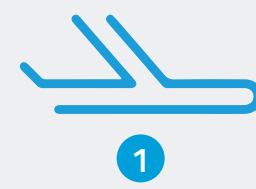
The Flight Plan 2025 is necessary for:

- Ensuring ENAIRE's future viability, preparing us for the growth of the aviation sector.
- Leading the creation of the Single European Sky, thereby supporting the fulfilment of the European targets set out in the European Performance Framework (RP3 / RP4).
- Adapting to structural changes in the sector, ensuring the provision of essential air navigation services and accessing new markets for growth.
- Promoting the transformation and modernisation of ENAIRE, following the results of the EFQM assessment carried out in 2021.

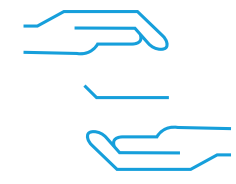
Our Flight Plan 2025 represents a major commitment to transformation and modernisation. We aspire to become a global air navigation services operator founded on people, innovation, and digitalisation, enabling us to access and grow in other markets while guaranteeing the provision of essential services in Spanish airspace.

This strategic plan includes 12 action plans and 42 strategic initiatives. These cover the improvement of services through the development of more efficient, sustainable, and competitive solutions; business development with the evolution of services towards global and delocalised models; the provision of new services such as drones; and the consolidation of ENAIRE's cultural, digital, and organisational transformation.





Flight Plan 2025 Strategic Objectives



SAFETY & SECURITY:

- Prioritise
- Safety culture.
 - The human factor.
 - Cybersecurity protection.



QUALITY, SCALABILITY, AND RESILIENCE OF SERVICE:

- Improve the quality, scalability, and resilience of our services.
- Airspace modernisation and operational concepts.
- Customer and stakeholder-oriented culture.



SUSTAINABILITY:

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



BUSINESS AND INTERNATIONALISATION:

- Internationalise our business.
- Position ourselves as leaders and benchmarks in the air navigation sector worldwide.



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 sector, contributing to the global recovery of the aviation sector.



TRANSFORMATION AND MODERNISATION:

- Accelerate ENAIRE's cultural and organisational transformation and modernisation, taking advantage of new technologies to become more agile and efficient.
- Develop an organisational culture focused on our people as the entity's main asset.

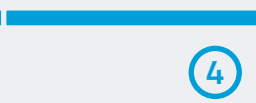
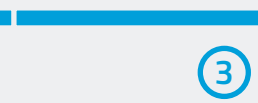
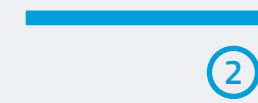
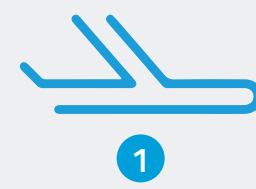
Our contribution to the Sustainable Development Goals (SDGs) of the United Nations Agenda 2030



● **Impact:** Due to the characteristics of the services we provide and our scope of action.

● **Contribution:** For the proper operation of our business and for our management to be sustainable and socially responsible.

● **Input:** As a Business Public Entity, our participation in the international environment and our collaboration with the stakeholders with which we interact / are connected.



Targets and results 2023

The annual objectives and achievements by indicator are shown below:

PERFORMANCE INDICATORS	2023 Goals	2023 Close	2022 Close
Safety and security			
Weighted Safety Level (WSL)	11.00	13.42 ⁽¹⁾	10.78
Effectiveness of Safety Management (EoSM) ⁽²⁾	C	D	D
Cybersecurity Maturity Index (CMI)	91.0%	91.1%	90.3%
Cumulative Cyber Resilience Indicator (CCRI)	3.9	4.2	4.1
Service quality, scalability, and resilience			
Perceived Quality Level	76.0%	77.2%	75.3%
Route delay (min/flight)	0.19	0.47	0.30
Arrival delay (min/flight) ⁽³⁾	0.56	0.67	0.47
Sustainability			
Horizontal en-route flight inefficiency (KEA)	3.08%	3.26%	3.32%
Efficiency and competitiveness			
Unit Costs Global Route (€2017)	43.57	40.92	48.49
Financial soundness	1.52 ⁽⁴⁾	1.55	1.44
Transformation and modernisation			
Working environment	3.50	3.61	-

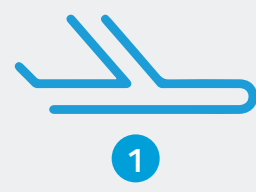
1. 2023 Closing Estimate (26/04/2024).

2. C Level: Managed. D Level: Assured, which represents the highest possible level for each safety component.

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

4. Target included in the Flight Plan 2025 update, approved by the Board of Directors in December 2023.





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1.3.

PURPOSE, MISSION, AND VALUES



PURPOSE

We take care of your flight to make it safe, fast, efficient, and sustainable.

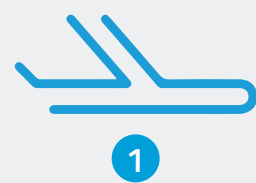


VISION

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

VALUES

- ✓ Safety first
- ✓ Committed to Customers and Society
- ✓ We are one great Team
- ✓ "Hunger" for improving our Organisation



1.4.

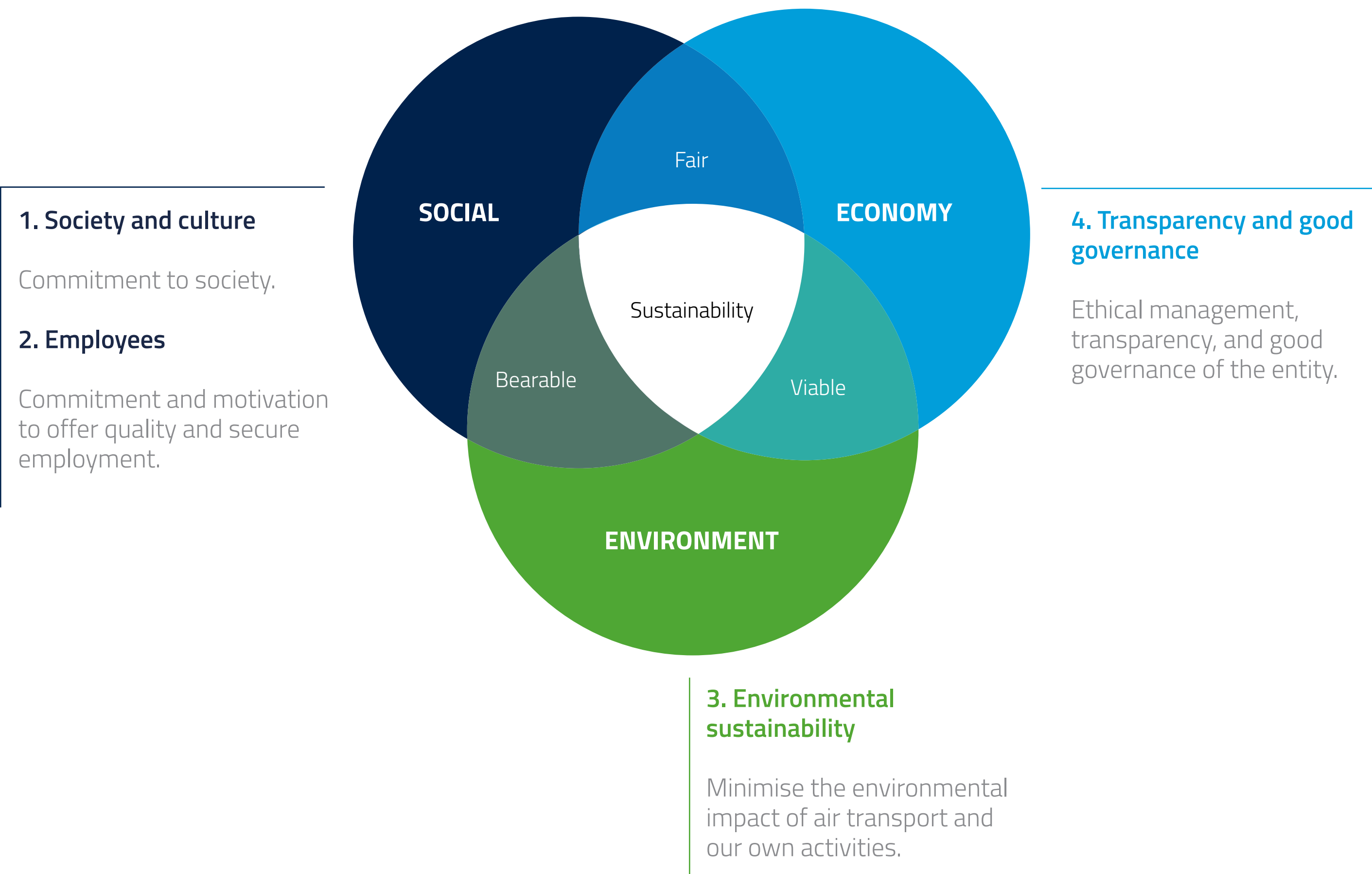
SUSTAINABILITY STRATEGY

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

Our commitment to sustainable development leads us to abide by the local, European, and international regulatory and normative context related to this matter, such as the 2030 Agenda and the 10 Principles of the United Nations Global Compact; CSR Europe's New Deal for Europe; and the leveraging policies of the Recovery, Transformation and Resilience Plan and the Sustainable Development Strategy of the Spanish Government.

In addition, we are the main collaborating entity in the development of the 2030 Safe, Sustainable, and Connected Mobility Strategy, the roadmap that will guide the actions of the Spanish Ministry of Transport and Sustainable Mobility in this area.

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



02

Key activity data

2.1. 2023 IN FIGURES

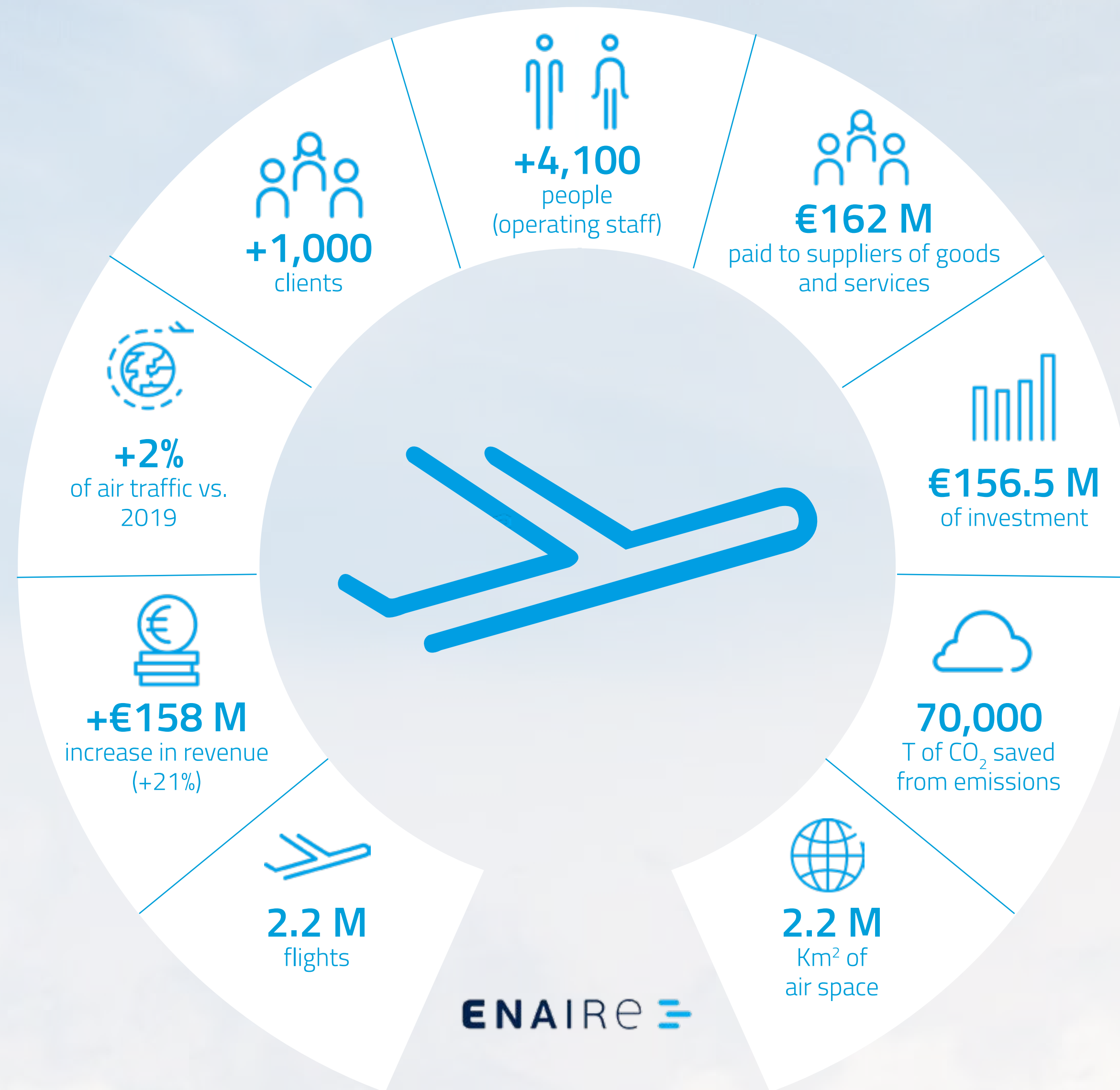
2.2. AIR NAVIGATION SERVICES

2.1.

2023 IN FIGURES

ENAIRE is a team of professionals who manage air traffic, maintain the systems and facilities for the provision of air navigation services, manage business operations, and develop solutions to improve the safety and efficiency of air transport.

Our figures reflect the capacity and reach of our services, which made it possible to transport 283 million passengers in 2023*



*Passengers with origin and/or destination in Spain.

2.2. AIR NAVIGATION SERVICES

- **En-route and approach air traffic control services (ATS).** ENAIRE is the designated provider throughout Spanish airspace.
- **Aerodrome air traffic control services (ATS)** provided from the control towers where ENAIRE is a service provider.
- **Communications, Navigation, and Surveillance services (CNS)** in the set of Communications, Navigation and Surveillance systems and equipment distributed throughout Spain and in the majority of aerodromes.
- **Aeronautical Information Service (AIS)** throughout Spanish airspace.
- **Air Traffic Flow Management services (ATFM)** services throughout Spanish airspace.
- **Airspace Management Services (ASM) (tactical/ level 3)** in all the locations where ENAIRE is an ATS provider.
- **Flight Procedure Design services (FPD)** available for all aerodromes and approach and en-route airspace.



03

A record year

3.1. INNOVATION AND GROWTH IN EUROPEAN AVIATION

3.1. INNOVATION AND GROWTH IN EUROPEAN AVIATION

ENAIRE promotes internal and open innovation, and is one of the driving forces behind innovation at the Spanish Ministry of Transport and Sustainable Mobility.

European aviation

2023 has been a record year for European aviation, marking a remarkable recovery in the sector and surpassing pre-Covid-19 pandemic levels, despite the war in Ukraine and rising inflation at European level. There has been a 10.6% increase in air traffic compared to the previous year and a 2% increase compared to the year before the pandemic. In the case of Spain, the level of flights managed at most of its airports has been exceeded.

ENAIRE manages 22% of flights in Europe and only contributes for 6% of total delays. The average delay per flight in Spain has been much lower than in Europe, as with a higher traffic volume than in 2019, it has been 14% lower in 2023. Regarding en-route delay, 28.3% of the minutes are due to adverse weather.

Reduced air navigation taxes

In 2023, we have maintained commitment Flight Plan 2025 pledge not to exceed the tariff applied in the year prior to the pandemic, until the traffic recorded in 2019 has been recovered. Therefore, although en route fares this year have increased compared to 2022, they are still lower by -11% in the Spanish Continental Peninsula and -8% in the Canary Islands compared to 2019.

Spain continues to maintain the lowest unit charges among the major European countries



Commitment to aerospace sector and innovation

Our commitment to the aerospace sector has been reflected in the development of the Single European Sky, as well as our contribution to the Sustainable, Safe, and Connected Mobility Strategy of the Ministry of Transport and Sustainable Mobility, thanks to the Recovery, Transformation, and Resilience Plan (RTRP).

ENAIRE's Strategic Innovation Plan envisages an investment of more than 20 million per year in research, development, and innovation until 2025 (16% more investment compared to the previous five-year period). The Plan includes an Innovation Management System and the reinforcement of cooperation with our Reference Centre for ATM R&D&I (CRIDA).



EUROCONTROL recognises ENAIRE as a **reference air navigation service provider in Europe** thanks to the excellent results achieved in 2023



04

Air traffic

4.1. AIR TRAFFIC CONSOLIDATION

4.2. MONTHLY EVOLUTION

4.3. MAIN FLOWS

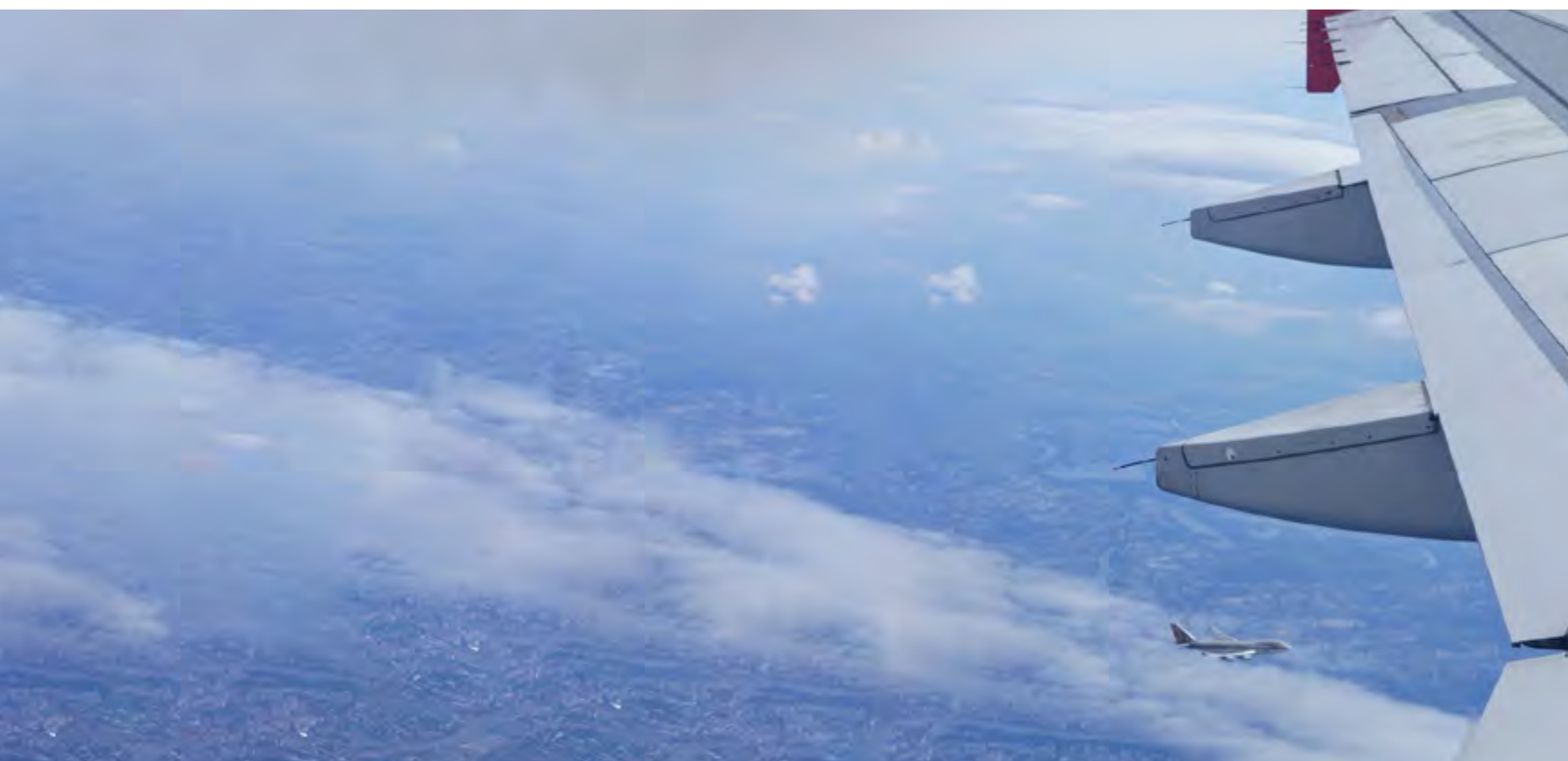
4.1.

AIR TRAFFIC CONSOLIDATION

The year 2023 has transcended pre-COVID-19 pandemic levels of air traffic

At ENAIRE, we have managed close to 2.2 million flights, an increase of 10.6% compared to 2022 and 2% more than the figure achieved in 2019. Moreover, all airports have exceeded the number of flights handled in the year prior to the pandemic, with the exception of Adolfo Suárez Madrid-Barajas and Josep Tarradellas Barcelona-El Prat.

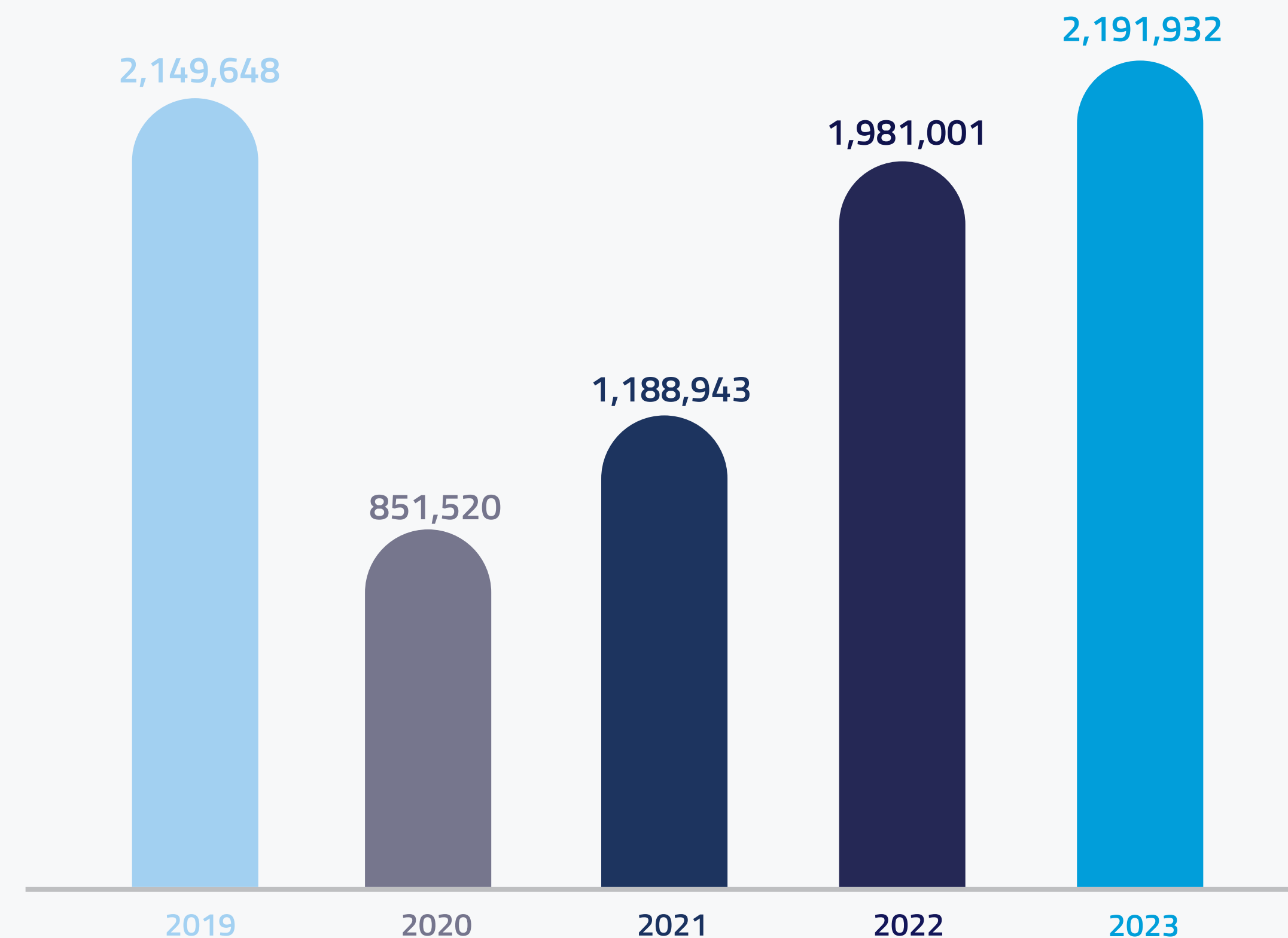
Although all major European countries have exceeded 2022 traffic, only Spain and Italy have managed to overcome 2019 air traffic figures.



Flights managed by ENAIRE

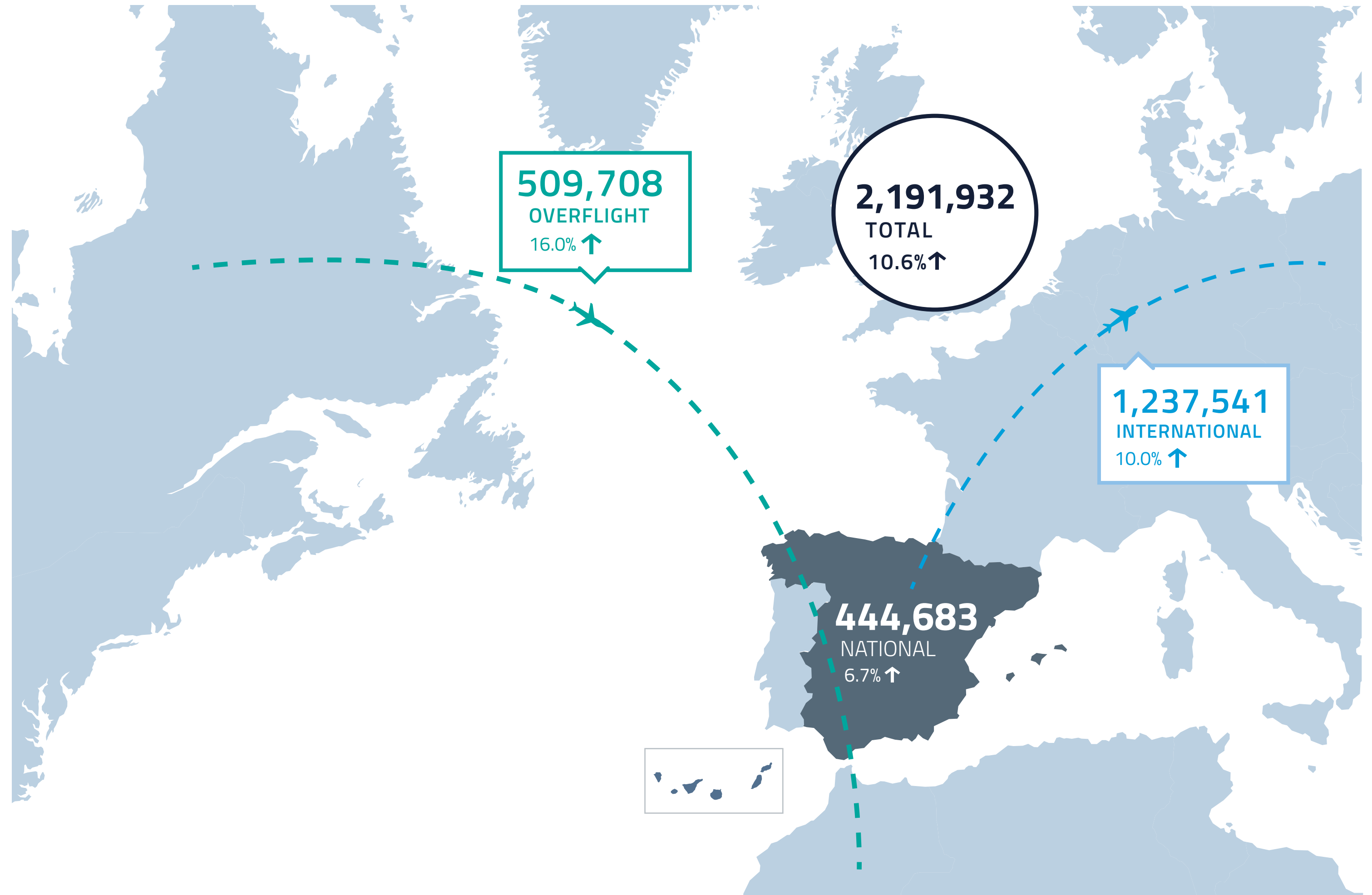
11% ↑
Growth vs.
2022

2% ↑
Growth vs.
2019



The year 2023 has seen a positive evolution in the number of flights, reflecting the aviation sector ability to adapt to a significant increase in traffic. Specifically, there was a 10% growth in international flights and 6.7% in domestic flights, compared to the previous year. On the other hand, overflights, those that do not have their origin or destination in airports in the Spanish territory, experienced an increase of 16% in relation to 2022.

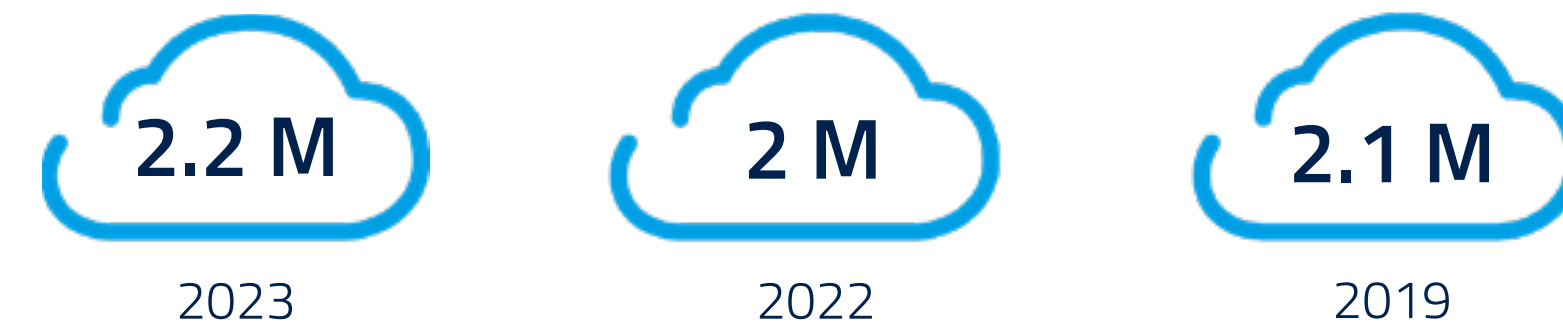
Spain is the European country with the fourth-highest air traffic volume, handling an average of **6,005 flights per day** in 2023



4.2. MONTHLY EVOLUTION

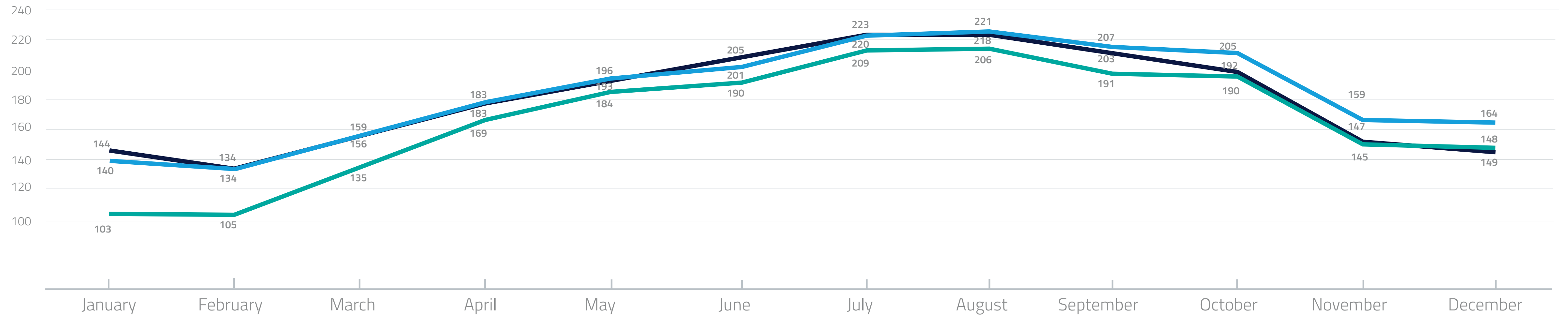
We have continued to work towards the recovery of air traffic. In 2023, we have managed to exceed the number of flights achieved in 2019 by 2%, bringing us back to pre-pandemic levels.

Total annual flights managed by ENAIRE



Number of flights per month

In thousands █ 2019 █ 2022 █ 2023



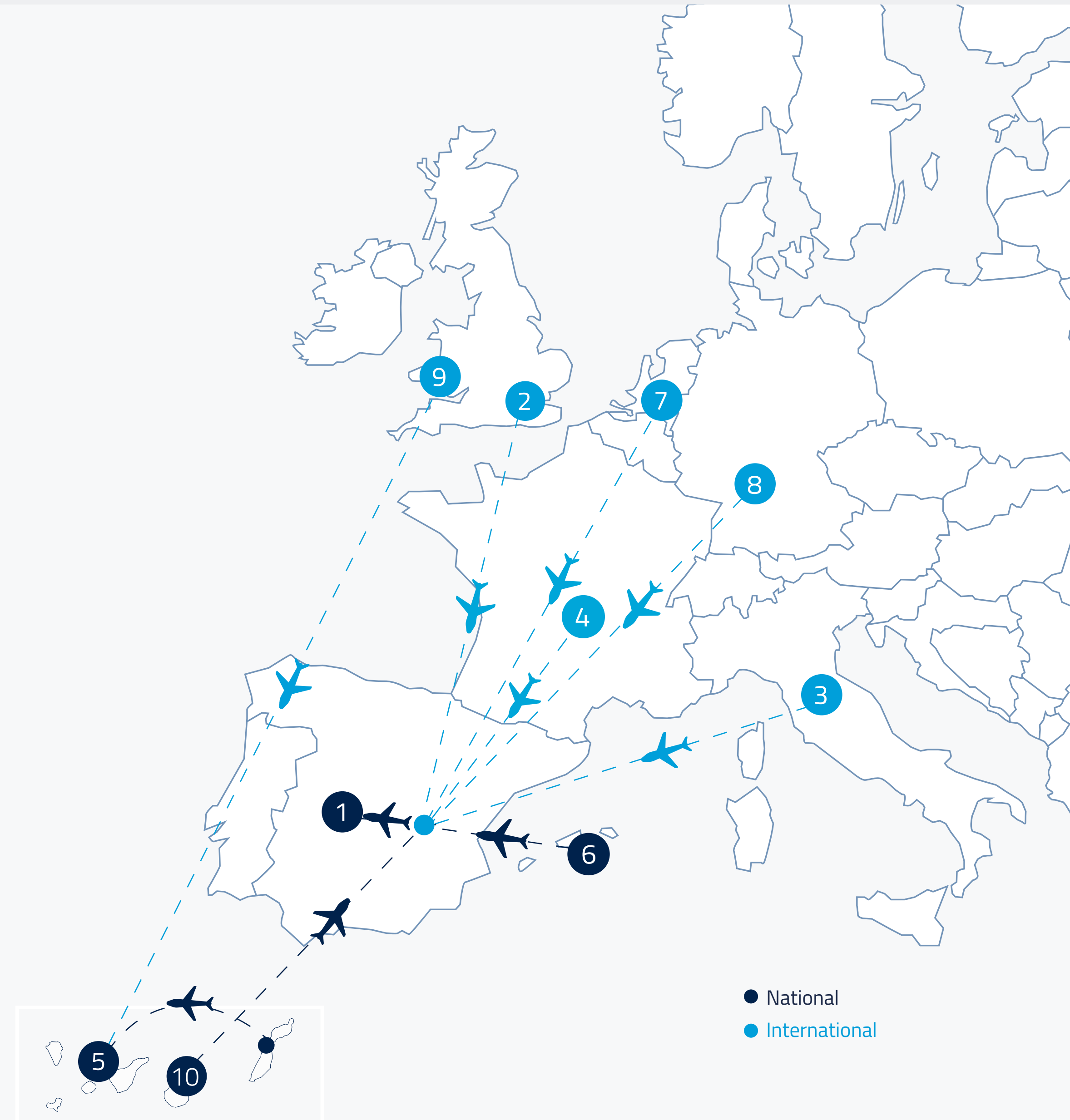
4.3.

MAIN FLOWS

Air traffic flows

	TYPE	TOP 10 FLOWS	2023	2023 vs. 2022
1	NAT	Peninsula <> Peninsula	171,135	↑ 7.4%
2	INT	United Kingdom <> Peninsula	149,622	↑ 11.0%
3	INT	Italy <> Peninsula	97,102	↑ 20.9%
4	INT	France <> Peninsula	95,453	↑ 6.5%
5	NAT	Canary Islands <> Canary Islands	93,551	↑ 9.7%
6	NAT	Balearic Islands <> Peninsula	93,532	↑ 5.0%
7	INT	Netherlands <> Peninsula	82,374	↑ 7.0%
8	INT	Germany <> Peninsula	81,964	↑ 9.0%
9	INT	United Kingdom <> Canary Islands	65,111	↑ 6.4%
10	NAT	Canary Islands <> Peninsula	64,703	↑ 5.2%

TOP 10 Flow Volume Comparison



05

Highlighted activities

5.1. SAFETY & SECURITY

5.2. IMPROVEMENT OF OPERABILITY AND FLEXIBILITY IN AIRSPACE MANAGEMENT AND DIGITALISATION

5.3. INNOVATION AND DRONES

5.4. TECHNOLOGICAL MODERNISATION

5.5. INTERNATIONAL PROJECTION

5.1.

SAFETY & SECURITY

Safety and Security are ENAIRE's #1 priority, both operationally, in cybersecurity, and in the protection of our infrastructures and people. As such, in 2023, the following activities stand out:

- Continuous reinforcement of safety together with pilots, controllers, and technical staff, carrying out joint activities to improve communication and mutual knowledge.
- Thanks to the maturity of the system and the safety culture in the organisation, the record number of notifications received in the Safety Management System by the organisation's personnel has been beaten.
- ENAIRE has joined EASA's Data4Safety programme and CANSO Global's Safety Steering Group.
- Our specific Fatigue and Stress Management System (FSRMS) scorecard has been recognised as best practice by the Civil Air Navigation Services Organisation (CANSO).

- Adaptation to the new Royal Decree 311/2022 of 3 May, which regulates the National Security Scheme.
- Membership of the Spanish National SOC Network (RNS) of the National Cryptology Centre (CCN-CNI) in the field of cybersecurity.
- Conduct a risk assessment of all facilities and premises where we provide air navigation services. 118 safety programs have been updated.
- Organisation of the 7th Edition of the Workshop Just Culture and the Judicial World, together with the Professional Association of Air Traffic Controllers (APROCTA), the Official Association of Commercial Aviation Pilots (COPAC) and EUROCONTROL, with the participation of judges, prosecutors, law, and security professionals from different sectors.



Strengthening the security of our infrastructures and facilities.



2023 Milestones



Top score in the EoSM (Effectiveness of Safety Management) indicator, which maintains ENAIRE as a reference in Operational Safety management in Europe



Maintenance of the NPS (Safety Weighted Level) indicator, well below the 2019 value, despite the rapid recovery of air traffic

5.2.

IMPROVEMENT OF OPERABILITY AND FLEXIBILITY IN AIRSPACE MANAGEMENT AND DIGITALISATION

We continue to digitalise ATM processes and drive the implementation of new processes for the flexible use of airspace and the improvement of 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 Burgos, Logroño, and Pamplona, as well as greater efficiency in operations, economic savings, and advances in sustainability.
- Commissioning of AMBAR, BRAIN, MIDAS, NIVARIA, and AMELIA, key projects at ENAIRE aimed at achieving greater operability and flexibility.

Digitalisation

- Commissioning of the ORION system in various Communications Centres, Airports, and Earth/Earth Rings, providing homogeneous and distributed remote monitoring and control of communications systems.
- Deployment in ORION of an Earth-to-Earth system between the locations of Randa-ACC Palma- Son San Joan-Pollensa Airport (15 sites). In addition, the ORION systems at Melilla, Reus, and Tenerife Norte airports have come into service.
- More than 39 complete end-to-end processes have been automated at ENAIRE.



ATM Airspace Integration Award

Awarded by ATCA during the Airspace Integration Week in Madrid for ENAIRE's NOTA application ("ATC Activity Data Notification for Complexity Analysis"), a project which automates airspace simulation studies for the assessment of workloads and the estimation of airspace sector capacity



5.3. INNOVATION AND DRONES

At ENAIRE we continue to work on the Strategic Innovation Plan (PIENSA), as part of the Flight Plan 2025.

This plan aims to ensure systematic management of innovation through the progressive implementation of an Innovation Management System and collaboration with CRIDA, our R&D&I reference centre, as the driving force behind innovation in ATM. We are currently working in four areas of R&D&I:

- In-house innovation.
- Collaborative innovation in Europe (Single European Sky ATM Research Project (SESAR)/ Horizon Europe Programme).
- Open Innovation.
- Technology Watch and Competitive Intelligence.

As part of our commitment to promoting open innovation, in 2023 we continue to collaborate with different universities through agreements and the awarding of scholarships, and to promote innovative ideas by organising different competitions.

Through STARTICAL, a company formed by ENAIRE and INDRA (50%), we are working towards deploying a constellation of more than 200 small satellites in low orbit, which will enable surveillance and communication, especially in remote and ocean areas.

Drones

Demand for drone flights has increased by 38% during 2023

In addition, we continued with the development of the CISP and USSP software, which was complemented with validation tests that will allow ENAIRE to start the certification in 2024.

ENAIRE will be designated by the State as a Common Information Service Provider (CISP) and, acting initially as a U-space Service Provider (USSP) for administrations and public entities, will contribute to boosting the establishment of a competitive and open market with other USSP providers.

The first demonstrations of the U-ELCOM U-space pre-deployment project have been carried out in Spain, led by EUROCONTROL, which has demonstrations in Italy, France, and Spain, and in which ENAIRE leads the Spanish cluster and coordinates the validations in the 8 Spanish sandboxes (test environments).



+ 9,700
Requests for drone operations
processed through ENAIRE Planea app

1.6 million
Accesses to ENAIRE drones app
(7% more than in 2022)

5.4. TECHNOLOGICAL MODERNISATION

In order to comply with the European regulatory framework for the Single European Sky (SES), the necessary actions and investments have been made, actively participating in groups such as SESAR or EUROCONTROL, with the aim of improving the overall performance of air navigation services.

In 2023, we upgraded and modernised the air navigation system, **incorporating new technologies to increase its efficiency and improve the quality of service**, updating, and refining existing technologies.

Automation

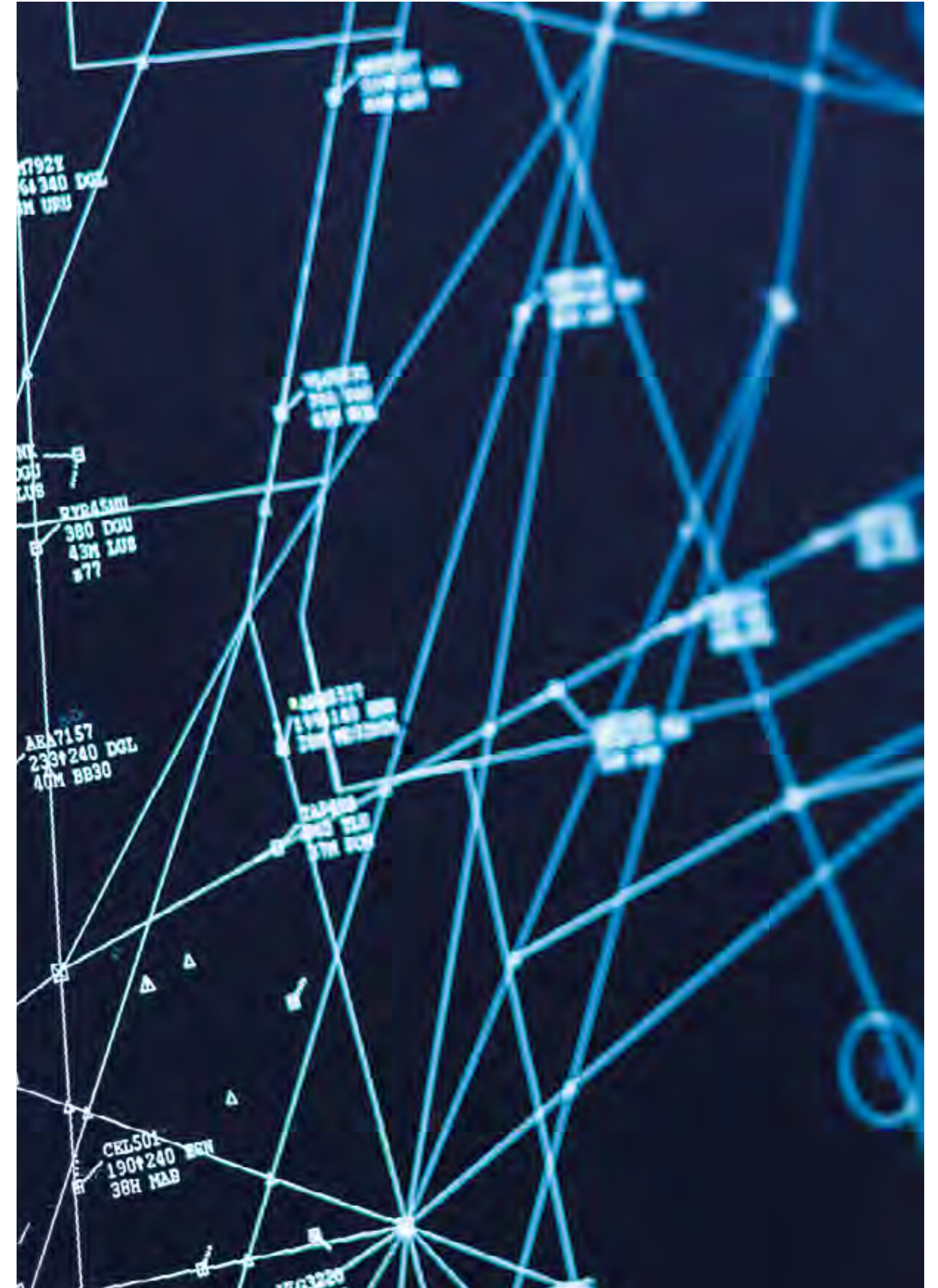
- **Modernisation of the automated air traffic control system (SACTA)**, upgrading the system's infrastructure to increase its resilience and suitability for the required operational capabilities.
- **Improvements in surveillance** through the integration of ADS-B in SACTA, obtaining greater coverage in control towers.
- **Security enhancements** including new system alerts (A-SMGCS level 2, MSAW-AMIN, APM, and NTZ).
- Continued implementation of of the **electronic flight progress strip (OSF)** in control towers.

- **Expansion of the latest technologies in pilot-controller communications systems (COMETA)**. COMETA TMA has been put into service in Madrid and Seville.
- **Modernisation of the ATM system infrastructure**. New iFOCUCS control positions have been deployed to support advanced functionalities under development and to accommodate technological evolution. iFOCUCS positions have been deployed in Valencia, implementation has begun in the Canary Islands Simulation/CATS centre and will continue in all control centres.
- **New functionalities to facilitate the management of inflow (ATFM)**, implemented through the IMPACT tool.



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE

Using resources more efficiently and promoting digitalisation.

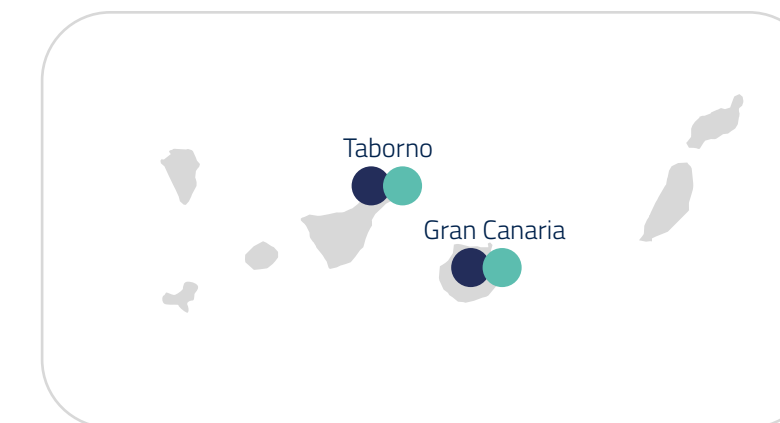


Communications Systems

- Commissioning of the voice and ground-to-air communications systems in the control towers of Melilla airport, the alternative sites of La Gomera and El Hierro, as well as the commissioning of the Communications Centres (CECOM) of some military sites.
- Completion of the commissioning of the new fibre optic communications network and radio links at Madrid and Barcelona airports.
- Commissioning of the new SIMA system (Meteorological and Airport Information System) at airports where ENAIRE is the ATS service provider.
- Implementation of the controller-pilot Data Link Communications (CPDLC) service, currently provided at the five ENAIRE Control Centres and at more than twenty airports.

Navigation and Surveillance Systems

- Installation of ADS-B stations in Bilbao, San Sebastián, Cabo Higer (Guipúzcoa), and Monte del Perdón (Navarra), technical commissioning of ADS-B in Vitoria, Burgos, San Sebastián, and Cabo Higer (Guipúzcoa) and operational commissioning in Granada, Vitoria and Burgos.
- Preparation of 169 radio-electric easement studies.
- Integration of radio aids in SIRA Phase 2.
- Renovation to Mode-S of the Taborno radar (Tenerife) and installation of a provisional Mode-S radar in Gran Canaria and a 3D PSR radar in Paracuellos I (Madrid).
- Certification of the co-located ADS-B of the radar head-ends of: El Judío (Sevilla), Málaga I, Alcolea (Guadalajara), As Pontes (A Coruña), Cancho Blanco (Cáceres), Espiñeiras (Santiago), Monflorite (Huesca), Paracuellos (Madrid), Solórzano (Santander), Valdespina (Palencia), Valladolid, Gran Canaria provisional, Taborno (Tenerife), Palma de Mallorca, and Begas (Barcelona).
- Integration in SACTA of the signal from ADS-B stations in Granada, Vitoria and Burgos.



- Installation / Commissioning of ADS-B Stations
- Certification of the co-located ADS-B of the radar head-ends
- S-Mode Radar/3D PSR
- Integration into SACTA of signal from ADS-B stations



5.5. INTERNATIONAL PROJECTION

In 2023, ENAIRE actively participated in the first year of operation and consolidation of the SESAR Deployment & Infrastructure Partnership (SDIP) Consortium, providing support for coordination in the Calls for Proposals and CEF funding calls. The SDIP is the consortium appointed by the European Commission to fulfil the role of SESAR Deployment Manager for the 2022-2027 period.

Furthermore, ENAIRE has been one of the fundamental pillars in the initiative launched by the A6 Alliance for the establishment in Europe of the Common ATS Datalink Service Governance, following the signature by the 27 European air navigation providers (ANSPs) of the Memorandum of Cooperation of the ATS Common Data Link Services (ACDLS) Governance, actively participating in the preparation of the call for tender with EUROCONTROL for the joint selection of a Data Link Service Provider.

Within the framework of the review process of the Single European Sky SES2+ regulatory package, ENAIRE has participated in the reviews of the different proposals and compromise alternatives put forward, both in the framework of the Single European Sky Committee (SSC) and the Aviation group (AVIA Working Party), conveying its positions through the different international forums of Air Navigation service providers (CANSO, A6 Alliance).

In March 2023, the Spanish Local Single Sky Implementation Plan was signed by the representatives of the participating Spanish organisations, including ENAIRE, as a tool for planning and monitoring the convergence between the different national plans for the evolution of the air navigation system towards the achievement of the Single European Sky.

In addition, the contribution to the process of establishing a European Performance Framework for the fourth reference period (MOP4: 2025-2029) has been initiated.



1st edition of Airspace Integration Week
ENAIRE was "Industry Ambassador" and part of the Advisory Board Committee, together with ATCA and other domestic and international organisations



ATM Awards 2022
(category "Collaboration")
The ATS Common DataLink Services (ACDLS) initiative was internationally recognised in March 2023

Participation in CANSO Europe

As part of CANSO Europe, during 2023 we have worked on different aspects relevant to air navigation providers with the aim of addressing a "Single Sky beyond SES2+", including capacity on demand, sustainability and resilience aspects, and the financing of air navigation services in crisis situations.



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

06

Our commitment

6.1. STAKEHOLDERS

6.2. ENVIRONMENT

6.3. GOOD GOVERNANCE

6.4. SOCIAL RESPONSIBILITY

6.5. PEOPLE

6.1. STAKEHOLDERS

In 2023, we focused on strengthening our stakeholder relations, ensuring optimal service for air transport users. To this end, we have maintained effective coordination mechanisms and communication channels, both internal and external.

We have held numerous meetings with customers and stakeholders to exchange information and discuss strategic and operational issues. Our Quality Management System has assessed the quality of the service offered, enabling us to orient our actions towards the needs of our stakeholders and to respond effectively to their communications.

Through our management system and materiality assessment, we have gathered the information necessary to understand the expectations and concerns of our stakeholders in order to integrate them into our strategic management

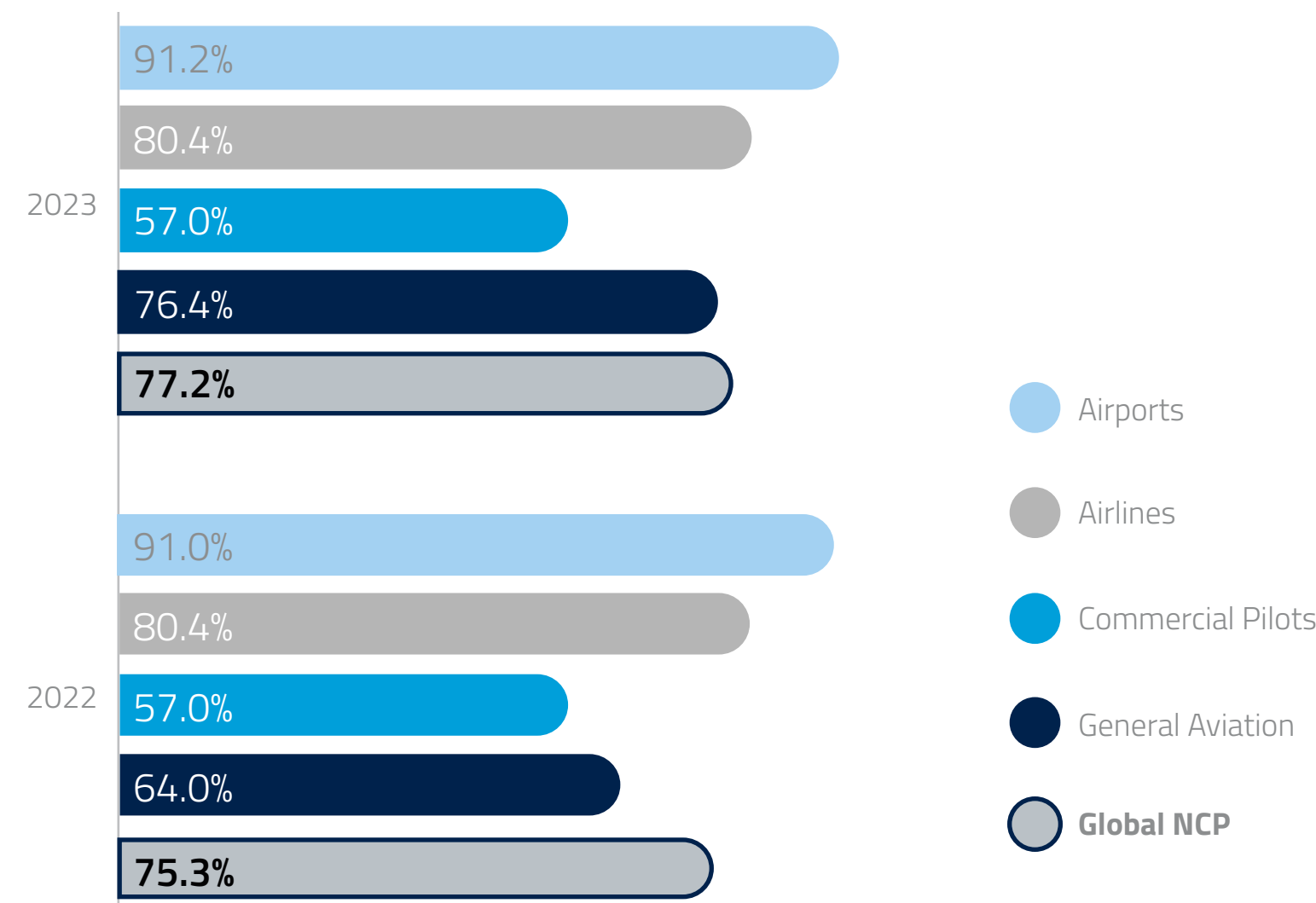


77.2% (+1.9p.p 2022)

All-time high (target 76%)

Perceived Quality Level (NCP) by Airports and General and Sport Aviation Associations

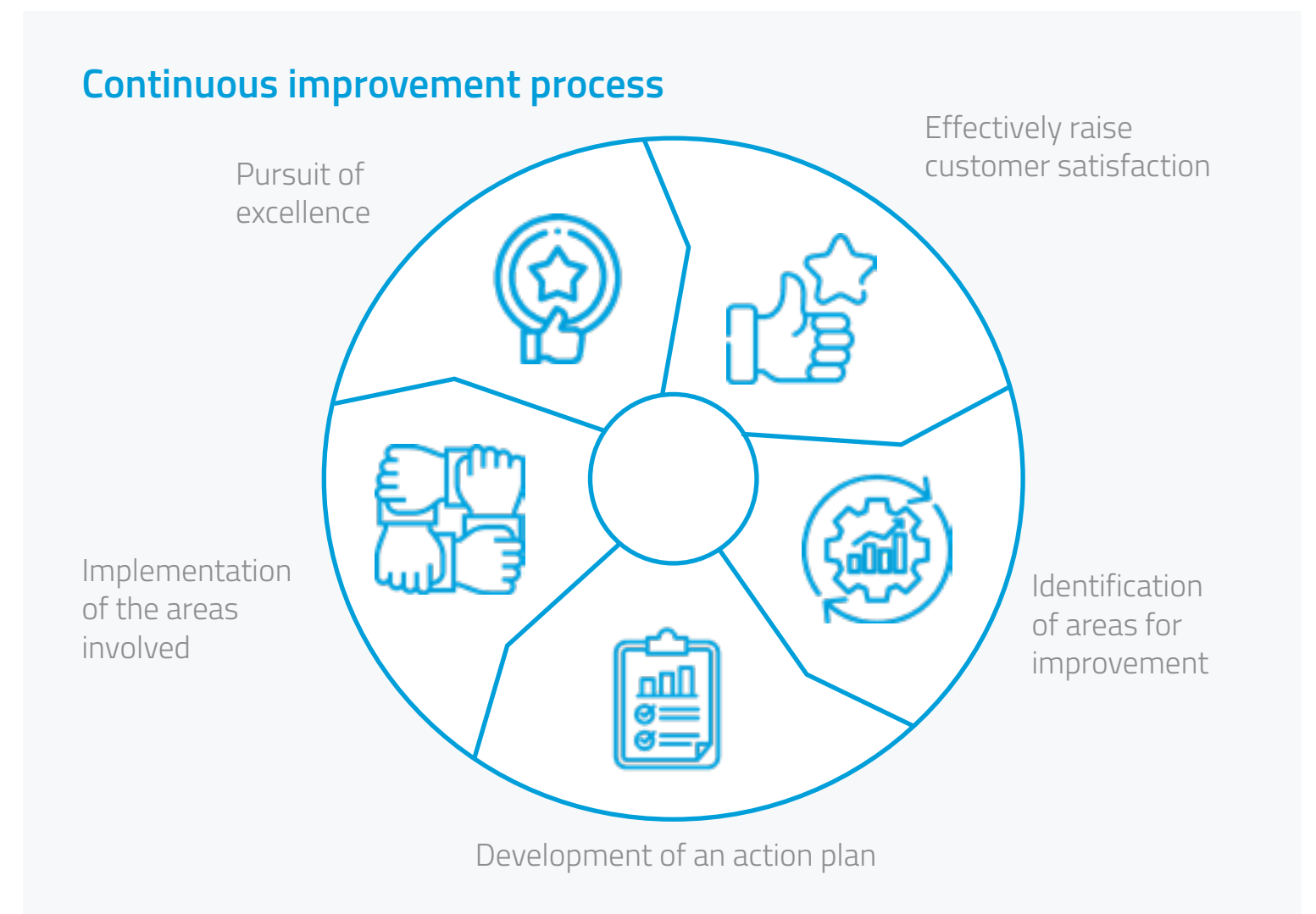
During 2023, we conducted satisfaction surveys with the following results:



4.4/5 (+11.4% more than in 2019)

Best score on the entire historical series

Rating by Spanish airports in 2023 of the perceived level of quality of air traffic control, communications, navigation, and surveillance services



6.2. ENVIRONMENT

At ENAIRE, we promote sustainable development through our "Green Sky" Environmental Sustainability strategic plan, our environmental policy and an Environmental Management System in accordance with the ISO 14001:2015 standard. In this way, we demonstrate our commitment to reducing emissions associated with ENAIRE's operational and internal management and improving energetic efficiency.

ENAIRE aims to achieve carbon neutrality by 2030, registering its carbon footprint annually with the Ministry for Ecological Transition and the Demographic Challenge (MITERD), with 2023 being the third year of registration.

Thanks to the measures implemented by ENAIRE in 2023, the horizontal en-route flight efficiency of the Spanish network reached 96.7%, exceeding the value recorded in 2019, which was 96.3%, thus setting an all-time record.

7 AFFORDABLE AND CLEAN ENERGY

Using renewable energy.

13 CLIMATE ACTION

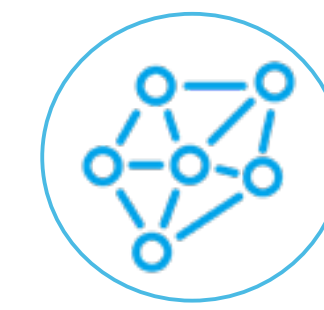
Reducing air traffic emissions.



69%
Direct Flights



22,000
T of fuel saved vs. 2019



70,000
T CO₂ avoided in 2023



96.7%
Efficiency of the route network



2 million
nautical miles saved
(equivalent to 3.8 million km or 94 trips around the Earth)



2.5 GWh
of energy consumed from self-generation
(25% more than in 2022)



+60%
reduction in carbon footprint in 2022 compared to 2021



6.3. GOOD GOVERNANCE

ENAIRE's governing bodies take into account efficiency, viability, and sustainability criteria when making decisions, in addition to having an Integrated Risk Management System.

Main Risks 2023

<p>Strategic risks</p>	Trade union conflict and people management	Regulatory framework, supervision, and competition	Non-compliance with EU investment/subsidy plan
<p>Operational risk</p>	Continuity of services and response to incidents and crises	Major safety event	Cybersecurity and security Contracts for the provision of services
<p>Financial risks</p>	Liquidity and collection management	Macroeconomic and geopolitical uncertainty	
<p>Compliance/reputational risks</p>	Regulatory compliance and legal claims	Environmental sustainability and climate change	Good governance and reputational damage

ENAIRE remains committed to promoting a culture of transparency within the organisation, adhering to the legal requirements of Law 19/2013, of 9 December, on transparency, access to public information, and good governance:

19 Inquiries received
91 Parliamentary initiatives

We have a Criminal Defence Model with its associated bodies and a Code of Ethics applicable to the entire company, as well as an Ethics Channel. According to the new classification by type of complaint, derived from the entry into force of the new Law 2/2023, 8 "Complaints under Law 2/2023 and Code of Ethics" and 5 "Harassment Complaints" were admitted in 2023.

16 Inquiries received
19 complaints received (13 admitted)

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

6.4. SOCIAL RESPONSIBILITY

Equality and diversity

We promote equality through our **Equality Plan**, the **protocol against harassment**, and the **ENAIRE "EnFemenino en igualdad" employee network on equality**.

We believe in the importance of **intergenerational collaboration** and we empower the most experienced people with **Talento Senior** employee network.

Through **Proud ENAIRE** employee network we promote awareness of **LGBTI** issues, in collaboration with specialised entities such as REDI and Trabajando en Positivo.

We promote the **integration of people with disabilities into the workplace** through the publication of new job vacancies and our public calls for applications for **subsidies**.

We promote the **inclusion of people with disabilities** in our organisation with the support of the **GANE** group, and with the collaboration of entities such as the ONCE Foundation and Inserta.



ENAIRE Solidarity

Thanks to the creation of the **Aeronautical Solidarity Corner**, we encourage the solidarity of our staff by creating a space for collaboration in which all staff can cooperate directly in **solidarity projects** that share ENAIRE's values and that have aviation as their *raison d'être*.



Education and Innovation

We collaborate with **universities**, helping to generate **quality education** for future generations and their incorporation into the labour market, with the aim of bringing aeronautical culture closer to the new generations.

We offer the **Master's Degree in Air Navigation Services Management**, a specialised and unique training programme, backed by experience and solid knowledge of the sector.

Aeronautical culture



We spread **aeronautical culture** through the **ENAIRE Foundation**, whose purpose is to **inspire and provide value and knowledge** through exhibitions, activities, and calls for grants.

Environmental and social engagement

We promote the **Solidarity-based Circular Economy** by encouraging responsible consumption and helping those who need it most. We collaborate with **Madre Coraje** and **Formació i Treball** foundations to collect clothes and shoes and with **Fundación Seur** to recycle plastic bottle tops.

Responsible public procurement

We implement measures to ensure that our suppliers comply with EU environmental, social, and labour requirements.



6.5. PEOPLE

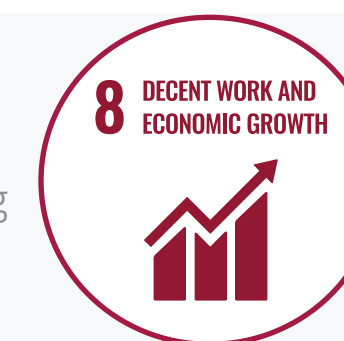
ENAIRE's staff are the main driving force behind the company's transformation and the key to our success. Thanks to their talent, professionalism and motivation, we were able to meet our strategic objectives in a context of growth and consolidation of air traffic.

We continue to grow to meet strategic challenges. 2023 has been particularly significant in the area of career development and recruitment, as both internal and external calls for applications have been published. This has involved the recruitment of 148 permanent staff and the promotion of a total of 182 staff from both collective bargaining agreements (I Group Agreement and III Control Agreement), not including appointments in the management structure.

The Agreement for the 3rd Professional Collective Bargaining Agreement between ENAIRE and air traffic controllers has been signed



Offering quality training and spreading aeronautical culture.



Promoting employment and decent work for men and women.



4,143
People employed*
(+3.01% vs. 2022)



35.14%
Women in workforce*
(+1.48% vs. 2022)



95.87%
Permanent contracts



91
New air traffic control posts advertised



+4.71%
People I Group Agreement*
(2023 vs. 2022)



+1.44%
People III Control Agreement*
(2023 vs. 2022)

*Operating Staff without RA (Active Reserve), RAE (Special Active Reserve), Partial Retirees, or Interims causing duplication.

07

Economic & financial situation

7.1. ECONOMIC & FINANCIAL SITUATION

7.2. INCOME

7.3. EXPENSES

7.4. INVESTMENTS



7.1.

ECONOMIC & FINANCIAL SITUATION

Air transport is a strategic sector for Spain due to its economic and social impact, as it contributes in terms of connectivity, accessibility, cohesion, and regional connectivity.

In this context, our activity has a direct impact on the development of air traffic, tourism, and trade in our country.

The year 2023 has confirmed the recovery of Spanish air traffic, already visible in the year 2022, with levels approaching those prior to the COVID-19 pandemic. Traffic levels measured in chargeable service units are around 7.6% above the traffic recorded in 2019, with an increase over 2022 of more than 12%.

In 2023, ENAIRE registered 2,191,932 flights, a historical company record, which represents an increase of 10.6% compared to 2022 and 2% compared to 2019

The increase over 2019 is 10.5% more than the European average, and in the case of the increase over 2022, ENAIRE exceeds the European average by 1%.

As a public entity, at ENAIRE we follow a regulated system of charges, in which we pass on the costs of providing our services, adjusting for regulated periods the variations with respect to the estimated costs, so that our objectives or goals at a financial level are in line with being an efficient, viable, and self-financing model.

Our main source of income comes from route charges levied on airlines for the air navigation services provided to each flight to/from a Spanish airport and overflights of our airspace.

The Spanish Performance Plan for the period RP3 2020-2024 (ESPP3) was finally approved by the European Commission in April 2022 by publication in the Official Journal of the European Union (OJEU) of Decision (EU) 2022/776 of 18 May 2022.

According to the content of the Plan, by 2023 route charges have risen moderately by 11% on the Peninsula and 8% in the Canary Islands, in line with the positive evolution of traffic. ENAIRE has once again kept its Flight Plan 2025 commitment not to exceed the charges applied in the year prior to the pandemic until the traffic recorded in 2019 has been recovered.





The improvement in ENAIRE's results is mainly explained by **the increase in route charges**, which are still below the charges applied in 2019, being 11% lower in Peninsula and the Balearic Islands, and 8% lower in the Canary Islands.

In addition, after three consecutive years without receiving dividends from the main subsidiary Aena S.M.E., S.A. as a result of the effects of the COVID-19 pandemic, in 2023, ENAIRE received 363,375 thousand euros in dividends from Aena's 2022 results.

PROFIT (Millions of €)	2023	2022	% 2023/2022
Operating income	905.4	747.4	21.1%
Operating costs	935.6	965.4	(3.1%)
Operating result	(30.2)	(218.0)	86.1%
EBITDA	76.5	(125.9)	160.8%
Financial result	358.1	2.6	-
Profit before tax	327.9	(215.4)	252.2%

Summary

Operating result was -€30M, compared to -€218M in the previous year, with EBITDA positive at €76.5M, compared to -€126M in the previous year.

€ **€905.4M** (+21.1%)
Income

€ **€935.6M** (-3.1%)
Costs

€ **€76.5M** (+160.8%)
EBITDA





7.2. INCOME

The most important income from air navigation services come mainly from route air navigation charges. Operating income have increased by 21% due to higher air traffic and route charges.

Our turnover increased to 889.9 million euros in 2023, 154.5 million euros more than in 2022.

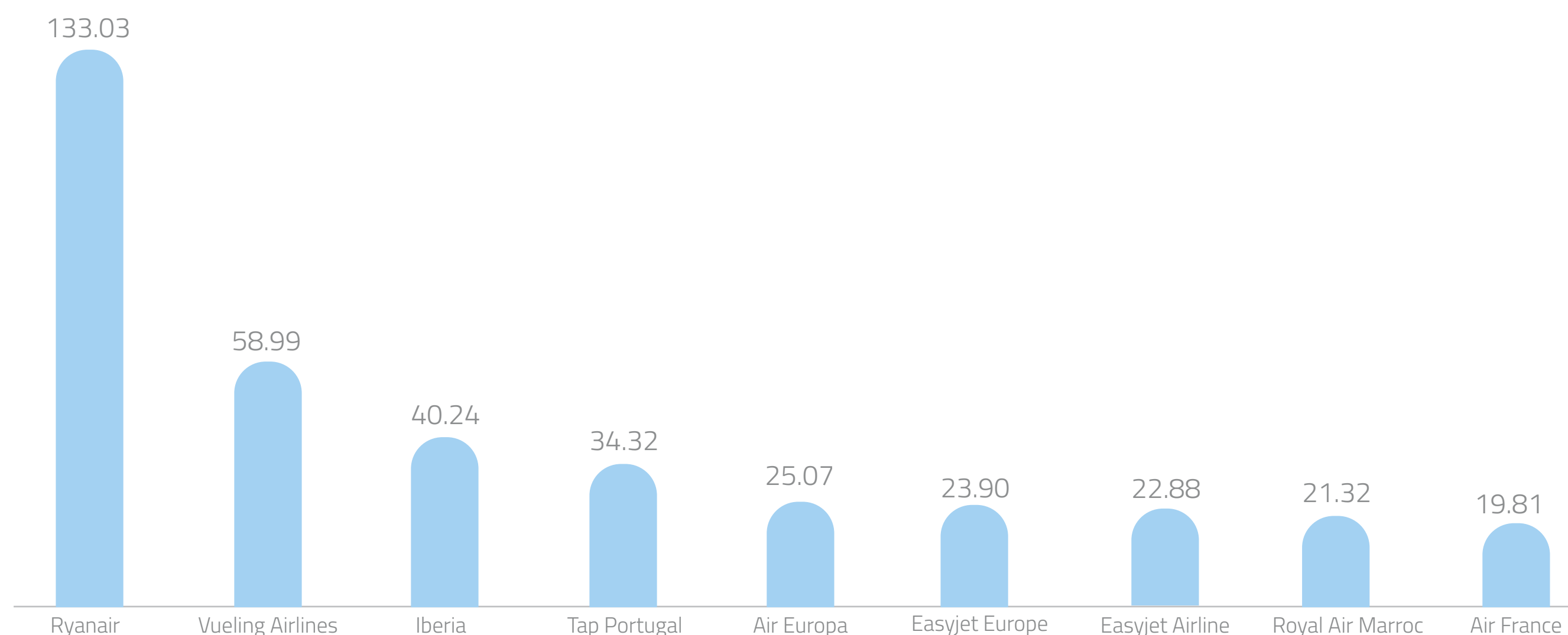
OPERATING INCOME (Millions of €)	2023	2022	% 2023/2022
Turnover	889.9	735.4	21.0%
Air navigation services	889.8	735.3	21.0%
Route assistance services	727.8	582.2	25.0%
Approach assistance services	33.3	23.4	42.3%
Aerodrome services	120.3	122.3	(1.6%)
Publications and others	8.4	7.4	13.6%
Other services	0.2	0.1	20.6%
Other income	15.5	12.0	29.3%
Operating income	905.4	747.4	21.1%

2023 vs. 2022

 **+€158M** (+21.1%)
Operating income

 **+€156M** (+25.7%)
From air navigation charges

Turnover of the 9 companies exceeding €15M in 2023





7.3. EXPENSES

Operating expenses reflect a decrease of 3.1% compared to the previous year. This decrease is marked by the recording of the provision for the Special Active Reserve of 145.3 million euros in the 2022 financial year.

Procurement expenses have increased by 20.2% and mainly include the services provided by the Spanish Aviation Safety Agency (AESA) and the Spanish Meteorological Agency (AEMET), which have increased, according to the traffic development.

Personnel expenses amounted to 649.3 million euros, compared to 716.3 million euros in 2022. This decrease is mainly due to the provisioning of the Special Active Reserve mentioned above.

Other operating expenses increased by 4.9% to 119 million euros, mainly due to an increase in items such as the contribution to Eurocontrol, repair of IT equipment, technical assistance for the Master of Air Navigation Services, and rental of buildings.

Amortisations of fixed assets amounted to 106.7 million euros, an increase of 15.9% compared to 2022, mainly as a result of new software application activations.

OPERATING EXPENSES (Millions of €)	2023	2022	% 2023/2022
Procurement	52.4	43.6	20.2%
Personnel expenses	649.3	716.3	(9.4%)
Other operating expenses	119.0	113.4	4.9%
Amortisations	106.7	92.1	15.9%
Impairment and other results	8.2	-	0.0%
Operating expenses	935.6	965.4	(3.1%)

2023 vs. 2022

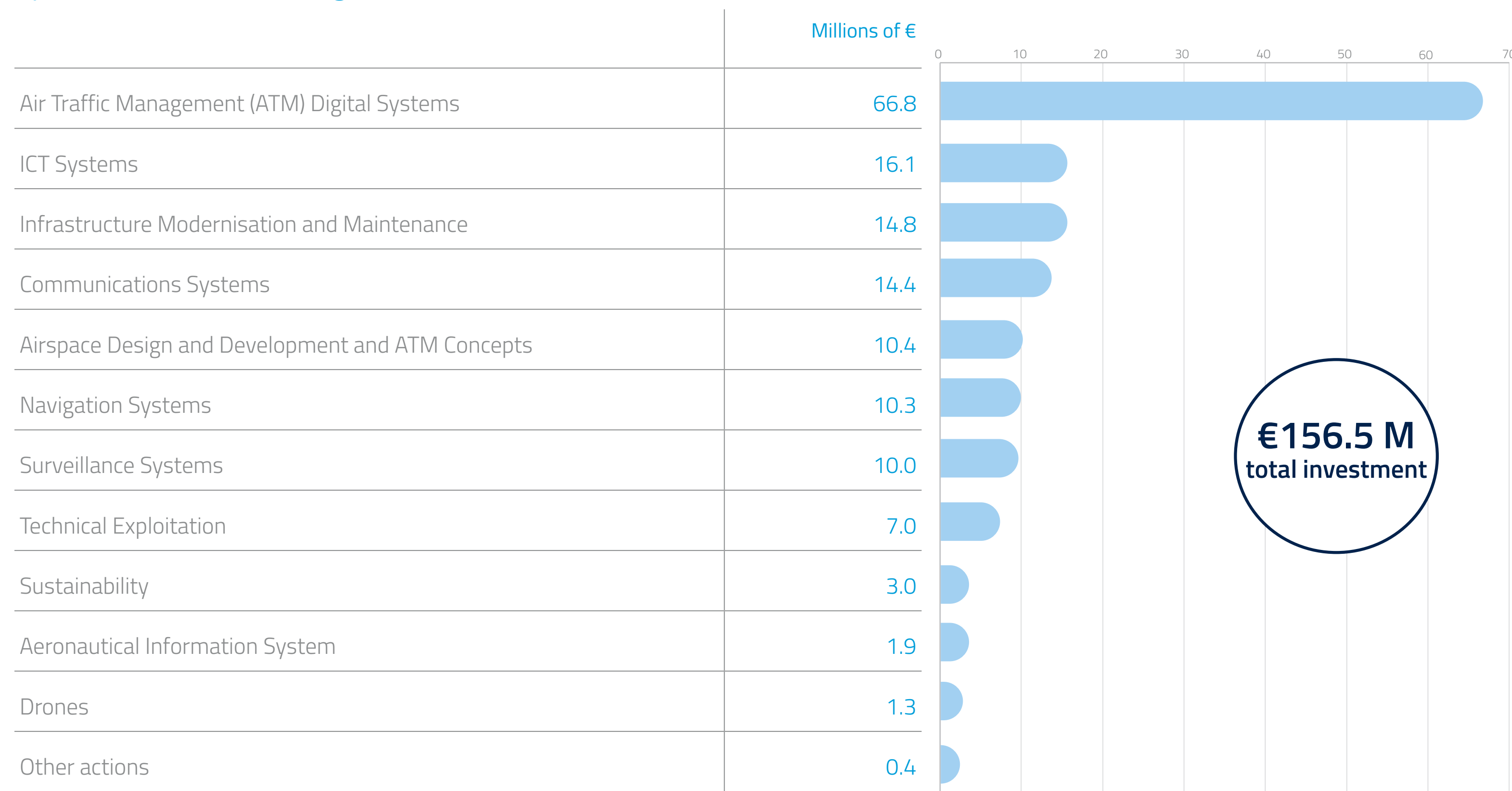
€ -€29.8M (-3.1%)
Expenses

👤 👤 -€67M (-9.4%)
Personnel expenses

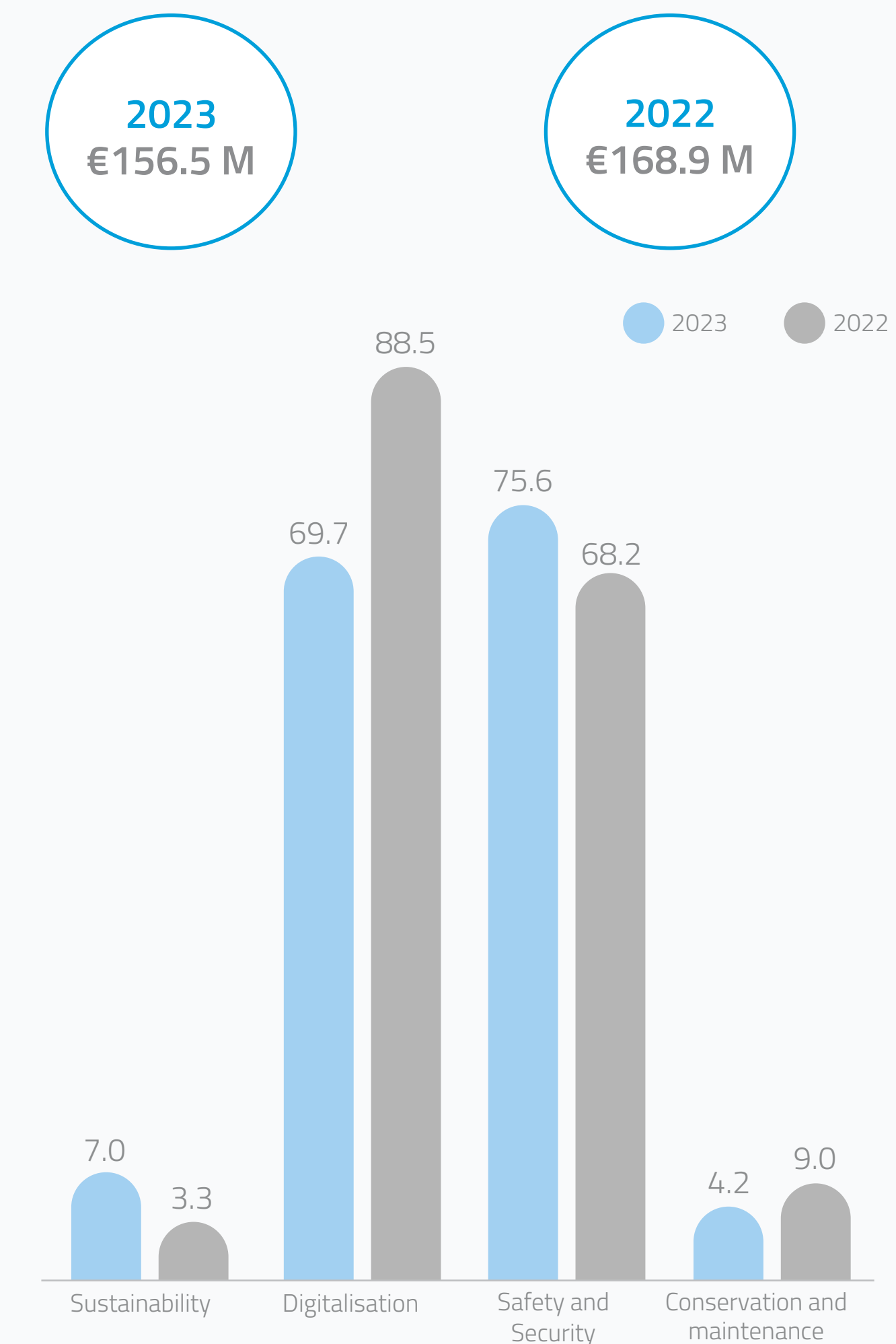


7.4. INVESTMENTS

By Multiannual Action Program in 2023



Comparison of our investments by concept 2023 vs. 2022 (Millions of €)





ENAIRe 

For any questions or queries about this Executive Summary,
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