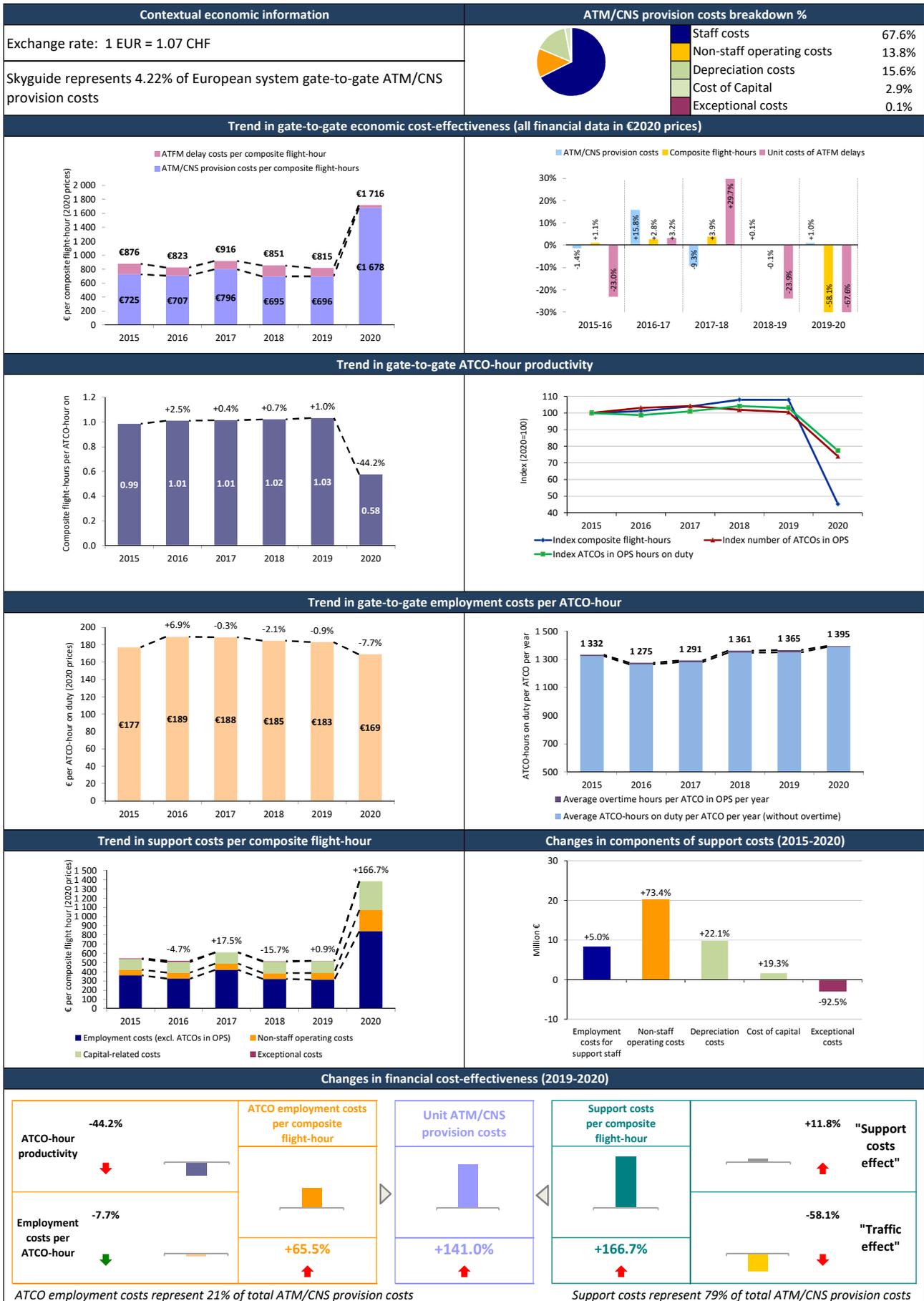


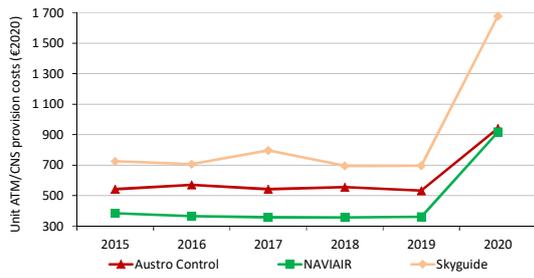
<p><u>Institutional arrangements and links (2022)</u></p> <pre> graph TD MofD[Ministry of Defence (M of D)] --- SwissAF[Swiss Air Force (Swiss AF)] MofD --- MofETEC[Ministry of Environment, Transport, Energy and Communications (M of ETEC)] MofETEC --- FOCA[Federal Office for Civil Aviation (FOCA) → NSA] SwissAF --- Skyguide FOCA --- Skyguide </pre>	<p><u>Status (2022)</u></p> <ul style="list-style-type: none"> - Joint-stock company as of 1996. Currently 12 shareholders; 99,4% is held by the Swiss Confederation which by law must hold at least 51% - Integrated civil/military as of 2001 <p>National Supervisory Authority (NSA): Federal Office for Civil Aviation (FOCA)</p> <p>Body responsible for:</p> <p><u>Safety Regulation</u> Federal Office for Civil Aviation</p> <p><u>Airspace Regulation</u> Federal Office for Civil Aviation</p> <p><u>Economic Regulation</u> The Ministry of the Environment, Transport, Energy and Communications</p>																						
<p><u>Corporate governance structure (2022)</u></p> <pre> graph TD GA[GENERAL ASSEMBLY of the Shareholders] --- SB[SUPERVISORY BOARD (7 members) Chairman + 6 members All members are appointed by the General Assembly for their expertise.] SB --- EB[EXECUTIVE BOARD (9 members) CEO + 8 members The CEO is appointed by the Supervisory Board.] </pre>	<p><u>Skyguide (2022)</u></p> <p><i>CHAIRMAN OF THE SUPERVISORY BOARD:</i> Walter T. Vogel</p> <p><i>DIRECTOR GENERAL (CEO):</i> Alex Bristol</p>																						
<p><u>Scope of services (2020)</u></p> <table border="1"> <tr> <td><input checked="" type="checkbox"/> GAT</td> <td><input checked="" type="checkbox"/> Upper Airspace</td> <td><input type="checkbox"/> Oceanic ANS</td> </tr> <tr> <td><input checked="" type="checkbox"/> OAT</td> <td><input checked="" type="checkbox"/> Lower Airspace</td> <td><input type="checkbox"/> MET</td> </tr> </table> <p>- ATC services delegated to Geneva ACC by France</p>	<input checked="" type="checkbox"/> GAT	<input checked="" type="checkbox"/> Upper Airspace	<input type="checkbox"/> Oceanic ANS	<input checked="" type="checkbox"/> OAT	<input checked="" type="checkbox"/> Lower Airspace	<input type="checkbox"/> MET	<p><u>Operational ATS units (2020)</u></p> <p>2 ACCs (Geneva, Zurich) 4 APPs (Geneva, Zurich, Lugano, Bern) 7 TWRs (Geneva, Zurich, Lugano, Bern, Buochs, Altenrhein, Grenchen)</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>202</td></tr> <tr><td>Gate-to-gate total costs (M€)</td><td>371</td></tr> <tr><td>Gate-to-gate ATM/CNS provision costs (M€)</td><td>347</td></tr> <tr><td>Gate-to-gate total ATM/CNS assets(M€)</td><td>359</td></tr> <tr><td>Gate-to-gate ANS total capex (M€)</td><td>45</td></tr> <tr><td>ATCOs in OPS (FTEs)</td><td>257</td></tr> <tr><td>Gate-to-gate total staff (incl. MET staff*)</td><td>1 283</td></tr> <tr><td>Total IFR flight-hours controlled by ANSP ('000)</td><td>150</td></tr> <tr><td>IFR airport movements controlled by ANSP ('000)</td><td>207</td></tr> <tr><td>En-route sectors open at maximum configuration</td><td>10</td></tr> <tr><td>Minutes of ATFM delays (post-OPS adjusted, '000)</td><td>75</td></tr> </table> <p>* if applicable</p>	Gate-to-gate total revenues (M€)	202	Gate-to-gate total costs (M€)	371	Gate-to-gate ATM/CNS provision costs (M€)	347	Gate-to-gate total ATM/CNS assets(M€)	359	Gate-to-gate ANS total capex (M€)	45	ATCOs in OPS (FTEs)	257	Gate-to-gate total staff (incl. MET staff*)	1 283	Total IFR flight-hours controlled by ANSP ('000)	150	IFR airport movements controlled by ANSP ('000)	207	En-route sectors open at maximum configuration	10	Minutes of ATFM delays (post-OPS adjusted, '000)	75	<p><u>Size (2020)</u></p> <p>Size of controlled airspace: 69 700 km²</p>
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Skyguide (Switzerland) – Cost-effectiveness KPIs (€2020)

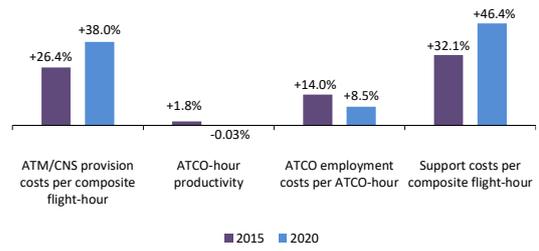


Skyguide (Switzerland) – Cost-effectiveness KPIs (€2020)

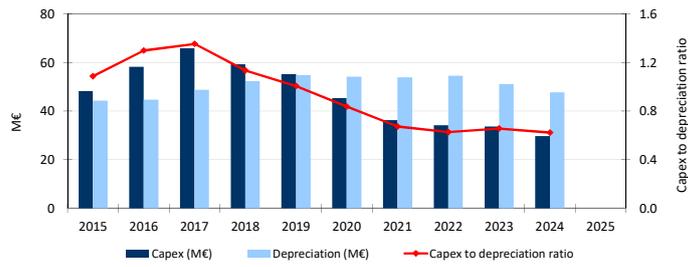
Changes in unit gate-to-gate ATM/CNS provision costs within comparator group



Deviation from groups' weighted average



Capital expenditures and depreciation costs



Information on major capex projects and ATM systems upgrades/replacements

ATM	COM	NAV	SUR	Buildings	Other	Years	FDPS	RDPS	HMI	VCS
							C: 1999 (Geneva) 2007 (Zurich)*	C: 2004 (All ACCs)*	C: 2003/05 (All ACCs)*	C: 2004/05 (Geneva) 2009 (Zurich)*
€285.2M (2005-2025)	€32.0M (2012-2027)	€3.1M (2012-2015)	€17.5M (2010-2024)	€4.1M (2012-2015)	€10.0M	2015	Geneva		Geneva	All ACCs
				2016		All ACCs	All ACCs	All ACCs		
				2017		Geneva		All ACCs		
				2018				All ACCs	All ACCs	
				2019		All ACCs	All ACCs			
				2020		All ACCs	Geneva			
				2021		Geneva	All ACCs			
				2022		Zurich				
				2023						
				2024						
	2025									
		€4.7M (2020-2030)						All ACCs	All ACCs	

* 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	Virtual Center tranche 2	ATM	122.7	2011	2021
2	Virtual Center tranche 1	ATM	50.0	2011	2017
3	NETWORK Evolutions	ATM	37.7	2005	2024
4	TACO (Tower – Approach – Communication) system integration into the new FDP in Zurich	ATM	21.3	2008	2015
5	Smart Radio	COM	16.2	2012	2021