The 2012 Guide to European Air Traffic Management

Data, statistics and personalities of Europe’s ATM sector

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INTRODUCTION

Welcome to The 2012 Guide to European Air Traffic Management

In this publication we have brought together a number of key statistics and trends from a wide number of sources to give the reader an insight into the personalities, organisations and trends driving the European air traffic management sector. The biographies of senior personnel within the European aviation organisation sector have been kindly provided by the relevant bodies. The EUROCONTROL section outlines how the organisation is structured and how it fits within the overall institutional structure of European Union bodies. Traffic trends of 2011 have been compiled by the Statistics and Forecast Service, STATFOR, of EUROCONTROL, an ISO 9001:2008 standard certified body which provides statistics and forecasts on air traffic in Europe and which is used to monitor and analyse the evolution of the air transport industry throughout the continent. STATFOR also provided traffic data from individual States – contact details for Europe’s air navigation service providers (ANSPs) were independently researched by the author of this guide and validated. However, some contact details for the individual ANSPs might have changed between the initial research and the final publication.

The impact of 2011 traffic trends and forecasts 2012 traffic levels on the air transport sector as a whole, and ANSPs in particular, are discussed in more detail in the feature Traffic trends: the future will not be like the past in the main body of Skyway magazine. As well as reporting on 2011 traffic trends this guide also offers an analysis of traffic levels within the nine functional airspace blocks.

Philip Butterworth-Hayes
Editor
EUROCONTROL

David McMillan, Director General, EUROCONTROL

David McMillan graduated in French and Spanish from Edinburgh University and has been involved with transport issues at a national and international level for over 20 years. He began his career in the UK Foreign Office in 1976, serving in Morocco and Zimbabwe. He has also worked as Transport Secretary at the British Embassy in Washington and Head of Information in the Department of Transport. From 1998 to 2001, he led the UK Department of Transport Division responsible for air traffic control policy, putting in place the Public Private Partnership for the future of the UK air navigation service provider, NATS. Between 2002 and 2004, he served as Director of Strategy and Delivery, responsible for the Department for Transport’s (DfT) delivery agenda and for relations with the EU. Prior to this, he was DfT Director of Rail Restructuring, setting up a successful new operating company to take over as the UK’s rail infrastructure provider. Between 2004 and 2007, Mr McMillan was the UK’s Director General of Civil Aviation. In this role he was responsible for domestic and international aviation policy issues including the development of the Single European Sky, the relationship between aviation policy and environment, aviation competition, liberalisation, and air traffic control. Between 2005 and 2007 he was the first Vice President of the European Civil Aviation Conference and the spokesman for Europe on aviation and environment at the International Civil Aviation Organization. In 2006 and 2007, he participated in the EU’s High Level Group on the future of aviation regulation in Europe. Mr McMillan became Director General of EUROCONTROL on 1 January 2008.

EUROCONTROL

Bo Redeborn, Principal Director ATM, EUROCONTROL

Bo Redeborn started training as an air traffic controller at the Swedish ATS Academy in 1972 and was subsequently employed by the Swedish Civil Aviation Authority (CAA). He spent six years as an air traffic controller in Jeddah, Saudi Arabia, on an International Civil Aviation Organization (ICAO) technical assistance mission, then returned to the Swedish CAA and took up managerial functions with increasing responsibility. He headed the Air Navigation Services ATM Support & Development Business Area and was responsible for technical and operational support and development with regard to the provision of air traffic control services and air navigation systems in Sweden. During his career, Mr Redeborn has participated in a wide variety of international working groups at EUROCONTROL, ICAO and the EU, and he has made numerous presentations related to the implementation of ATM communications, navigation and surveillance systems (CNS/ATM) all over the world. Mr Redeborn joined EUROCONTROL as Director Air Traffic Management (ATM) Strategies on 1 February 2004, leading the development of the agency’s strategic contribution to the Single European Sky initiative. On 1 January 2011, he became Principal Director ATM. In this role he is responsible for overseeing the organisation’s ATM policy and development and for managing high level strategic relations with key ATM partners. He is also Director SESAR and Research, overseeing EUROCONTROL’s contribution to the SESAR Joint Undertaking Work Programme. Mr Redeborn is the EUROCONTROL representative in the SESAR Joint Undertaking Administrative Board and he participates as an observer in the Single Sky Committee and the Industry Consultation Body.

EUROCONTROL

Alberto Varano, Principal Director Resources, EUROCONTROL

Alberto Varano has three academic degrees – an MBA from Massachusetts Institute of Technology, a degree in business and economics from the University of Modena, and another in business administration from the University of Turin, Italy. In a career spanning over 20 years, Mr Varano has amassed considerable senior management and international experience. Five years as a management consultant and seven years as Chief Operating Officer in two Italian-based companies, one of which he co-founded. He has also held a number of academic positions at the University of Turin’s School of Business Administration, most notably that of Director of International Relations. In 2001 he was appointed Director of E-business at Isvor Fiat in Turin and from 2002 to 2005 he was President and CEO of Isvor Fiat Latin America, based in Belo Horizonte, Brazil. In 2005 Mr Varano became Customer Service Director for New Holland Agriculture Europe, followed by a period as Worldwide Customer Service Director at Case New Holland-Fiat. In these roles he specialised in delivering change, restructuring, strengthening customer service, streamlining processes and managing complex cross-functional activities in a large multinational group. Mr Varano was appointed Principal Director of EUROCONTROL’s Directorate of Resources in February 2009.
EUROCONTROL
Jacques Dopagne, Director Network Management, EUROCONTROL
Jacques Dopagne graduated in engineering from the Ecole Nationale d’Aviation Civile in Toulouse, France and has over 30 years’ experience in air traffic management (ATM). He started his career at the French Ministry of Transport, where he headed an office in the General Directorate for Civil Aviation, dealing with airspace organisation and large-scale air navigation equipment programmes. He was subsequently appointed Advisor to the Director of Air Navigation, a position he held for three years and during which he represented the French Civil Aviation Administration at discussions on the ATM Strategy 2000+ and the EUROCONTROL revised convention. Prior to joining EUROCONTROL, Mr Dopagne served as General Manager of the Paris regional air navigation centre (CRNA Nord), France’s biggest air traffic control centre with over 700 employees. In January 2006, he became Director of the EUROCONTROL Central Flow Management Unit, and in January 2011, he became Director Network Management.

EUROCONTROL
Adriaan Heerbaart, Director Central Route Charges Office, EUROCONTROL
Adriaan Heerbaart studied in Leiden, Tilburg and Antwerp and holds a masters in business economics. He is also an alumnus of INSEAD. He began his career as a financial controller of large multinational organisations. He joined EUROCONTROL in 1990 as Expert in the Directorate Personnel and Finance and after two years he became the Head of General Accounting in the then re-organised Finance Directorate, a post he held for three years. In 1995 Mr Heerbaart joined the Central Route Charges Office (CRCO) as Head of Administrative Management and headed the Budget and Economic Affairs Unit of the Finance Directorate for five years. He was appointed Director of CRCO in September 2007 and took on the role of of Acting Director Finance between March 2008 and February 2009.

EUROCONTROL
Joe Sultana, Chief Operating Officer, Directorate Network Management, EUROCONTROL
Joe Sultana graduated with a degree in engineering from the University of Malta in 1975 and joined the Maltese Air Traffic Services Unit in the same year. He obtained ATCO licenses in Aerodrome, Radar and Area Control and was a watch supervisor for four years. In 1982, he was appointed Head of Air Traffic Services in the Maltese Department of Civil Aviation. He became Deputy Director of Civil Aviation within the same administration in 1984, retaining direct responsibility for the Air Traffic Services organisation until his departure from Malta. Mr Sultana joined EUROCONTROL in 1991 as an airspace management expert and was involved in coordinating airspace and navigation projects within the Airspace Division in the EATCHip Development Directorate. He was appointed as the Agency’s Reduced Vertical Separation Minima (RvSM) Programme Manager in May 1998. The RvSM Programme was completed in December 2002 after the successful implementation of RvSM in 41 States in January 2002. In April 2003, Mr Sultana was appointed as Head of Business Division Network Capacity. Subsequently, he was assigned additional responsibility for the Dynamic Management of European Airspace Network (DMEAN) Framework Programme. In October 2006, Mr Sultana became EUROCONTROL’s Head of Airspace, Network Planning and Navigation Division. On 1 June 2008, he moved to the Central Flow Management Unit (CFMU) as Head of Operations and on 2 January 2009 he became the Deputy Director CFMU responsible for Network Operations and Information Management. Mr Sultana was appointed a Director of the Agency, becoming Chief Operating Officer in the Directorate Network Management on 1 January 2011.

EUROCONTROL
Luc Tytgat, Director of the Single Sky Directorate, EUROCONTROL
Luc Tytgat began his career in aviation in 1976 when he joined the Belgian Military Academy to study aeronautical engineering. After graduating in 1981, he worked in various areas in the Belgian Air Force, ranging from jet maintenance to electronic warfare. In 1990, he obtained a Master’s Degree in public Management and moved over to the European Commission to join the Cabinet of Karel Van Miert, dealing at that time with State aid, the international market, industry policy and air transport. For the next 10 years Mr Tytgat worked on air transport matters in different parts of the Commission, including Research and Innovation, Enterprise and Industry and Transport and Energy and was predominantly involved in harmonisation matters – air traffic control equipment and navigation infrastructure, laying the foundations for work on the Single European Sky that he was to lead later. He devoted seven years to space issues, managing the Galileo programme and coordinating negotiations between Europe and the United States and Europe and Russia. He was also instrumental in developing the European Union’s first space policy. In 2006, he became Head of the Single Sky Unit at the European Commission. He was responsible for the implementation of the Single European Sky second legislative package and helped set up the SESAR Joint Undertaking. He was directly involved in extending the European Aviation Safety Agency’s competencies and implementing the Framework Agreement with EUROCONTROL. Once the regulatory groundwork of the Single European Sky had been laid, the appeal of being able to help actually implement the programme was irresistible and Mr Tytgat joined EUROCONTROL as Director of the Single Sky Directorate on 16 March 2011.
EUROCONTROL

Lieutenant General J.H.M.P. Jansen, Director Maastrict Upper Area Control Centre

Lieutenant General J.H.M.P. (Jac) Jansen was born in Maastricht, the Netherlands. He started his military career as an officer cadet at the Royal Military Academy in Breda in 1975. On graduation, he had his flying training in Canada, where he received his wings and military pilot’s qualification for flying heavy and jet engine aircraft. He took his conversion for the NF-5 at Twenthe Air Base, Royal Netherlands Air Force (RNLAF) in 1981. From 1981 to 1988, Lieutenant General Jansen held several operational posts as a pilot with No 314 Squadron at Eindhoven Air Base. He took the Higher Staff Course at the Air Force Staff School from 1988 to 1990 and subsequently completed his conversion to the F-16. Following this he was appointed as commanding officer of No 306 Squadron at Volkel Air Base. From 1993 to 1995, Lieutenant General Jansen was in charge of the major reorganisation of the F-16 operational bases of the Royal Netherlands Air Force. This was followed by his appointment as a Section Chief for National Plans at the Air Staff at the RNLAF Headquarters in The Hague. In 1995 he was posted to Twenthe Air Base as Chief of Operations. During this assignment he was also the commanding officer, from April 1996 through October 1996, of the Dutch F-16 detachment stationed at Villafranca Air Base in Italy. This unit was tasked with air operations over the Balkans during Operation Decisive Endeavour. In 1997, Lieutenant General Jansen was made Commanding Officer of Twenthe Air Base, which assignment was followed in 2000 by his posting to the NATO Defence College in Rome, Italy. On graduation, he was posted to the NL Defence Crisis Response Centre at the Ministry of Defence in The Hague. From 2001 to 2004 he was again posted to the RNLAF Headquarters, initially as Chief of the National Plans Branch and later as the Deputy Director for Plans and Policy. In 2004 he was assigned to the Ministry of Defence as the Chairman of the Project Group SAMSON, tasked with the implementation of the major reforms resulting from the Defence White Paper of 2003. In January 2007, he was posted to the NATO Air Component Command at Ramstein, Germany as the Chief of Staff. As of 29 May 2008 he was appointed Commander of the Royal Netherlands Air Force, with concurrent promotion to the rank of Lieutenant General. He will take up his functions as of 1 April 2012.

EUROCONTROL

Pierre Andribet, SESAR Contribution Manager

Pierre Andribet graduated from the Ecole Polytechnique in Paris and the Ecole Nationale de l’Aviation Civile in Toulouse, France. He started his career with the French Ministry of Transport (DGAC/STNA) as Head of Division Systèmes CAUTRA. Later he joined Thomson-CFS/Airsys ATM Business Unit, where he was first responsible for the ATM centre product line, where he created the first version of the EUROCAT system, and then he was responsible for European Programmes. Mr Andribet joined EUROCONTROL Brussels in 1997, when he became Head of Unit Support to States. In 1999 he moved to the EUROCONTROL Experimental Centre (EEC) in France when he became Deputy Director, managing the EEC Research Programme. Mr Andribet is currently the Deputy Director SESAR and Research and is in charge of the EUROCONTROL Contribution to the SESAR Joint Undertaking Programme.

EUROCONTROL

Alexander Skoniecki, Head of EUROCONTROL Training Institute (IANS) Luxembourg and DNM Training Division

Alexander Skoniecki obtained a diploma in public administration and business management both in Germany and at the University St. Gallen, Switzerland. Following his military service he spent 16 years as a licensed air traffic controller at Frankfurt ACC, before he joined the academy at DFS Deutsche Flugsicherung GmbH as ATC Instructor, Course Supervisor and Manager for Instructor, Examiner and Supervisor Qualification Programmes. Mr Skoniecki continued his career as Head of Strategic HR Planning at DFS headquarters and then for several years as a DFS representative he was involved in EUROCONTROL expert and management working groups, joining the Agency in 1999 as Head of the ATM Human Factors Division in Brussels. During his career at EUROCONTROL he became Head of Division Safety, Security and Human Factors. In this role he was responsible for the development and introduction of the European ATCO licensing scheme and the ATCO Common Core Content Training in European ATM. He was in the lead of establishing human factors principles, methods and tools as a recognised element for safe and efficient ATM operations and in progressing the development and implementation of safety and security management principles in European ATM. In February 2009, Mr Skoniecki became Head of the EUROCONTROL Training Institute of Air Navigation Services in Luxembourg, which is now part of the Directorate Network Management.
EASA
Patrick Goudou, Executive Director, EASA
Patrick Goudou graduated from the Ecole Polytechnique in Paris and then trained in aeronautical engineering at the Ecole Superieure de l’Aeronautique et de l’Espace in Toulouse, France. In 1975 he joined the aeronautical sector of the Delegation Generale pour l’Armement (DGA). After 10 years of testing civil and military engines at the DGA Engines Test Centre at Saclay, he undertook a series of management posts in economic control and industrial strategy with particular emphasis on the aerospace industry and the question of its restructuring to European level. In 1997 Mr Goudou became Director for Commercial and International Affairs at the French shipyard DCN. At the beginning of 2002 he was appointed Chief Executive of the Service de la Maintenance Aeronautique, a body responsible for engineering, industrial maintenance and repairs to aircraft, engines and aircraft equipment, as well as for the design and production of aeronautical parts. Mr Goudou has been Executive Director of EASA since the Agency began operating in 2003.

EASA
Dr Norbert Lohl, Certification Director, EASA
Dr Norbert Lohl studied physics between 1969 and 1976 and began his professional career at the German Aeronautics Research Centre (DLR) on flight guidance and navigation, where he also completed his doctorate in aeronautics. In 1982 he joined the Luftfahrt-Bundesamt (LBA) as Project Certification Manager in the Transport Category Airplanes Division. He was acting Head of the LBA Regional Office from 1990 to 1993, when he became Head of the LBA Engine/Equipment Type Certification Division. By1998 Dr Lohl was Deputy to the LBA Director and Head of the LBA Administration Department, becoming Head of the LBA Commercial Operators Department in 2001. Dr Lohl has been Director of Certification at EASA since the beginning of 2004.

EASA
Jules A J M Kneepkens, Rulemaking Director, EASA
Jules Kneepkens graduated from Utrecht University in the Netherlands with a degree in social sciences with a focus on international political relations and development cooperation. He started his professional career in 1983 as a Project Manager in development aid and soon became the Chairman of a secular European network of non-governmental organisations based in Brussels. From 1990-91 he worked for a member of the Dutch Parliament and after that he undertook management roles for the Ministry of Transport, Public Works and Water Management, first as Head of the Management and Infrastructure Strategy Division and in 1996 as Head of the Environment and Country Planning in the Ministry’s Civil Aviation Division. In 2002 Mr Kneepkens was appointed Director of Civil Aviation and International Affairs of the Dutch Directorate of Civil Aviation and Transport where he was responsible for safety, security, international aviation policy, environmental issues, air traffic management and privatisation of airports. At the beginning of 2007 he became the Director General Civil Aviation of the Kingdom of Belgium. A member of the EASA Management Board he has been the vice-President of EUROCONTROL, a board member of the JAA-Board, the Chair of the European Security Institute (EASTI), a member of the advisory board at the Safety Training Institute (EASTO) in the Netherlands, Chair of the steering group functional airspace block central Europe, Chair of International Financial Facility Safety (IFFAS) established by ICAO. Mr Kneepkens was appointed Rulemaking Director of EASA by the Agency’s Management Board on 1 September 2008.

EASA
Trevor Woods, Approvals & Standardisation Director
Trevor Woods commenced his career as an apprentice at British Aerospace. He graduated in Aeronautical Engineering and was later awarded a Master of Business Administration. Following his graduation, he worked in the Military Aircraft Division of British Aerospace as a Future Projects Engineer. He moved to the UK CAA in the design certification of aircraft and over time covered all aircraft categories from balloons to supersonic transport leading both national and international certification projects. Positions that he held in the UK CAA included Head of UK Aeroplanes and Rotorcraft Certification, and Head of Strategy and Policy for initial and continuing airworthiness. When EASA was formed he played a central role in the UK CAAs transition programme to accommodate the initial Basic EASA Regulation. In January 2008 he was appointed as Chief Operating Officer of Air Safety Support International. This is a subsidiary company of the UK CAA providing air safety support and regulation for the UK Overseas Territories.
EASA

Luc Vanheel, Finance and Business Services Director, EASA
Luc Vanheel graduated from the University of Leuven (KUL) Belgium in 1983 with a degree in applied economic sciences. He embarked on a 24-year professional career with AB InBev, formerly called Interbrew, the world’s largest brewing company. He occupied positions both on Belgian and Corporate levels, including management reporting, IS project management, strategic planning and business development focusing on internal and international growth. He also participated in an 18-month executive training programme in Japan, organised by the European Commission. During 10 years as an expatriate in Central and Eastern Europe, Mr Vanheel held the position of Finance Director in several newly-acquired affiliates in Serbia-Montenegro, Croatia, Hungary, Russia and Ukraine. In Moscow he was CFO of Sun Interbrew, which employed 8000 staff, operated eight plants and was listed on the Luxembourg Stock Exchange. In Budapest in 2006 he established InBev Business Services and as Managing Director was responsible for the centralisation of finance and procurement operations from the western European affiliates, employing some 200 staff. In 2008 he joined EASA as Deputy Director and Head of Plans & Programmes, responsible for business planning, the SAP-ERP implementation, application management and project outsourcing. In the beginning of 2009 he became the Acting Director of the newly created Finance & Business Services Directorate. Mr Vanheel was appointed Finance & Business Services Director of EASA by the Agency’s Management Board on 15 September 2009.

ECAC

Catalin Radu, President, ECAC
Catalin Radu was born in Buzau, Romania. After graduating from the Polytechnic University in Bucharest, he went on to train at the Ecole Superieure de l’Aeronautique et de l’Espace in Toulouse, France where he specialised in Aerospace Engineering. He also has a degree in international relationship and European studies, with a specialisation in public administration management. In 1996 Mr Radu joined the Romanian Civil Aeronautical Authority, where for 10 years he was responsible for oversight aircraft continuous airworthiness, certification of aircraft as a flight test engineer and coordination of the audit activity for airworthiness systems of the air operators. At the beginning of 2006 he was appointed Chief Inspector of the Romanian Aircraft Accident Investigation Branch. He became Director General of the Romanian Civil Aviation, within the Ministry of Transport, in May 2007. From December 2008 Mr Radu held the position of Vice President of the Provisional Council of EUROCONTROL, and since July 2009 has been a member of the ECAC Coordinating Committee and ECAC Focal Point for Safety Matters. Mr Radu became the President of ECAC on 1 January 2011.

ECAC

Salvatore Sciacchitano, Executive Secretary, ECAC
Salvatore Sciacchitano was born in Catania, Italy. He obtained a degree in electrical engineering in 1979 and a year later joined the Italian Airworthiness Authority (RAI), based initially in Milan and eventually in Rome, where he dealt with certification and surveillance of aircraft, air operators and aviation manufacturers. Mr Sciacchitano’s international responsibilities began in 1992 when he became first a member of the JAA Regulation Committee, and subsequently of the JAA Committee which he chaired for three years from 2001. In 1996 Mr Sciacchitano was appointed Director General of RAI, and following its merger with the DGAC, he was appointed Deputy Director General of the newly established Italian Civil Aviation Authority ENAC, a mandate reconfirmed three consecutive times. In that capacity he coordinated ENAC’s core activities around safety, airports, airspace and economic regulation, and in the Central Oversight Division. In 2002 he became the Italian representative on the management board of EASA, and in 2003 the Minister of Transport nominated him to be the Italian representative on the EUROCONTROL Provisional Council, and the alternate member to the Minister on its Permanent Commission. During the 2004 Italian Presidency of the EU Mr Sciacchitano presided over the Permanent Commission, substituting for the Minister of Transport and in 2006 he was awarded the Paul Tissandier Diploma by the International Aeronautical Federation. He has been a member of the coordination committee of the EUROCONTROL Provisional Council since 2006 and was elected Vice-President in 2007 and again in 2009. Mr Sciacchitano became ECAC’s Executive Secretary on 1 December 2010.

ECAC

Peter Kirk, Deputy Executive Secretary, ECAC
Peter Kirk was born in Rotherham, in northern England. He studied at the University College of Wales in Bangor and Cardiff, and subsequently completed a doctorate at the University of Warwick. In 1983 Mr Kirk began working for the UK Department for Transport (DfT) and occupied a number of positions, including work on rail investment, shipping legislation, and Channel Tunnel issues, although his career with the DfT was spent largely in aviation related posts. He was at various times responsible for airports policy for the South East of England, including the distribution of air traffic between the London airports and the examination of options for additional runway capacity; and for leading the UK’s engagement with the World Health Organisation and UNECE on the health impacts of aviation and other transport modes. From 1992 to 1997, Mr Kirk was seconded to the UK Foreign Service where, as the transport policy attaché in Washington DC, he worked on a range of issues connected with the UK/US aviation relationship. On his return to the DfT Mr Kirk led reviews of UK transport safety regulation and inland water safety, and served as Private Secretary to Minister of Transport John Reid MP, later UK Home Secretary. In 2002 he was seconded to an independent review of UK airport security commissioned by the UK government, following which he was appointed UK Assistant Director of Aviation Security, responsible in particular for the UK’s international aviation security policy, and served on the ICAO Aviation Security Panel. Mr Kirk joined the ECAC in June 2008 as Deputy Executive Secretary, responsible in particular for environmental, safety and air traffic management issues.
EUROPEAN COMMISSION

Siim Kallas, Vice President of the European Commission, responsible for transport

Siim Kallas was born in Tallinn, Estonia and graduated cum laude from the finance and credit department of the University of Tartu in 1972. He continued his studies as a post-graduate student until 1975 and remains a visiting professor at the University of Tartu. Before joining the European Commission in 2004, he was an active participant in the restoration of Estonian statehood and served in Estonia as Prime Minister, Minister of Finance, Minister of Foreign Affairs and President of the Central Bank. He was elected to the Estonian parliament three times. He also held the position of the Chairman of the Estonian Reform Party since the party’s creation in 1994 until November 2004, after which he became the Honorary Chairman of the party. In May 2004, Mr Kallas was appointed as the first Estonian member of the European Commission, working in the field of economic and monetary affairs. From October 2004 until February 2010 he served as Vice-President responsible for administration, audit and anti-fraud and was appointed Vice-President of the European Commission in charge of transport in February 2010.

EUROPEAN COMMISSION

Henrik Hololei, Head of Cabinet

Henrik Hololei is a graduate of Tallinn Technical University, Estonia and Aarhus University, Denmark, with degrees in Macroeconomics and Political Science and International Economy. His career in Estonia’s State Chancellery has included serving as Counsellor to the Minister for European Affairs, 1995 to 1996, Counsellor, then Head of the Office of European Integration, 1996 to 2001 and 2002 to 2003, and Chief Government Counsellor and Director for EU Affairs, 2003 to 2004. He was Minister of the Economy, 2001 to 2002, and Deputy Representative to the Convention on the Future of Europe, 2002 to 2003. He was then in charge of Estonian preparations for EU membership prior to joining the Commission in 2004. As Head of Cabinet to Commissioner Kallas, he is responsible for general management of the cabinet and coordination of transport security issues.

EUROPEAN COMMISSION

Margus Rahuoja, Senior Advisor with responsibility for the Single European Sky, SESAR, aviation policy and security

Margus Rahuoja is a Senior Advisor, Member of Cabinet of Vice-President Siim Kallas, Transport, European Commission, responsible for air transport issues and relations with Council and the Presidency (2010 to present). He was previously a Member of the Cabinet of Vice-President Siim Kallas in the Administration, Audit and Anti-Fraud division, European Commission, responsible for Administration issues, (2004 to 2010). Before that he was Minister Counsellor, Deputy Permanent Representative, Permanent Representation of Estonia to the EU (2003 to 2004) and Deputy Head of Mission, Co-Secretary of the Accession Conference, Mission of Estonia to the EU (1999 to 2003). He previously worked in government departments within Estonia - Head of Unit, European Integration Department, Ministry of Foreign Affairs of Estonia (1998 to 1999); Desk officer (EU), Political Department, Ministry of Foreign Affairs of Estonia (1996 to 1998). He began his professional career as a Lecturer, Tallinn University of Educational Sciences, Estonia (1992 to 1996). His qualifications include Post Graduate Studies (Exec MA), International and European Relations, Amsterdam School of International Relations, University of Amsterdam (1995 to 1996); Post Graduate Studies, International and European Relations, Estonian School of Diplomacy (1994 to 1996); and Degree in public administration specialised on culture work and stage management, Tallinn University of Educational Sciences (1992).

EUROPEAN COMMISSION

Matthias Ruete, Director General of DG Mobility and Transport, European Commission

Matthias Ruete was awarded a Doctorate of Jurisprudence from the Law Faculty at the University of Giessen, Germany in 1984. He also holds an LLM (Lon), University of London, Assessor iuris (Second State Exam in Law) from the Government of Hessen, a law degree and bar studies from the Universities of Marburg, Köln, Berlin and Giessen. Before joining the European Commission in 1986, Mr Ruete was a scientific collaborator/assistant/lecturer at the two Institutes for Public Law (Constitutional; European; international and European Relations, Estonian School of Diplomacy (1994 to 1996); and Degree in public administration specialised on culture work and stage management, Tallinn University of Educational Sciences (1992).
EUROPEAN COMMISSION

Matthew Baldwin, Director Air Transport DG Mobility and Transport, European Commission

Matthew Baldwin was educated at both Oxford and Harvard University before joining the UK Department of Trade and Industry in 1989. From 1996 to 1999, he served as First Secretary at the UK Permanent Representation to the European Union, where he was responsible for trade policy questions. Mr Baldwin was Deputy Chefav de Cabinet for EU Trade Commissioner Pascal Lamy (1999 to 2004), where he was responsible for the external trade portfolio. In 2004, Mr Baldwin moved to DG Trade as Head of the unit of market access and subsequently became Head of the World Trade Organization unit. In 2007, he joined President Barroso’s cabinet where he advised the President on trade, energy, development and climate change. In January 2010, Mr Baldwin was appointed to DG Trade in charge of market access and industry and in March 2011 he was made Director Air Transport DG Mobility and Transport.

EUROPEAN COMMISSION

Maurizio Castelletti, Head of the Single Sky

Maurizio Castelletti is a transport engineer who graduated at the top of his class from the Polytechnic of Milan, and spent the early part of his career (1984 to 1995) working as a transport planner in a private consultancy company in Italy. In 1995 he became and official of the European Commission, in the Directorate for Air Transport, dealing with aviation safety and air traffic management issues. In the Single Sky Unit of the Commissions Directorate-General for Energy and Transport from 2000 to 2003, he directed the development of general and specific policies relating to Air Traffic Management, including the funding programme under the Trans-European Transport Network, relations with EUROCONTROL and the reform of the sector. He was also the author of the Single Sky legislative proposals. In 2003, he was called to work in the team of the Director-General, Mr Lamoureux, to work on programming and planning aspects. He was also responsible for the supervision of all initiatives in the nuclear sector. In April 2004, he was asked to create and manage a new horizontal unit, Strategy, Coordination, Information & Communication. Following a reorganisation in 2006 he was appointed Head of the unit responsible for planning, coordination and inter-institutional relations of the Directorate-General for Energy and Transport. Between January 2007 and April 2011, he was Head of the Railway and Interoperability unit in the Directorate-General for Mobility and Transport (DG MOVE). He was appointed Head of the Single European Sky Unit of DG MOVE with effect from April 2011.

ICAO EUROPE AND NORTH ATLANTIC OFFICE

Luis Fonseca de Almeida, Regional Director ICAO European and North Atlantic Office

Luis Fonseca de Almeida’s life-long career in civil aviation began with the Portuguese Civil Aviation in 1973. He has been President of ECAC since September 2007, and Chairman of INAC (the Portuguese National Institute of Civil Aviation) since July 2004. He was Vice President of the EUROCONTROL Provisional Council (2005 to 2007). As Chairman of INAC, he was responsible for the Civil Aviation National Security Authority, the Air Transport Emergency Planning Commission and he was seated on the Board of Public Works and Transport. Prior to this, he was a consultant for INAC (2001 to 2004) and Member of the Board of INAC (1998 to 2001) after having held a number of posts in the DGAC (Air Transport Director) since 1973. He holds a graduate degree in economics and a post-graduate degree in European studies from the Superior Institute of Economics and Management, University of Lisbon. He took up his current position as Regional Director of the ICAO European and North Atlantic Office on 5 January 2011.

ICAO EUROPE AND NORTH ATLANTIC OFFICE

Nicolas Rallo, ICAO EUR/NAT Regional Officer – Safety

Nicolas Rallo joined ICAO in 2003 and worked for the ICAO headquarters before joining the ICAO European and North Atlantic (EUR/NAT) Office’s in 2011 as Regional Officer for Safety. In this capacity, he is the office’s focal point for all matters regarding civil aviation safety. Among other responsibilities, he is ICAO’s focal point for the activities of the various EUR/NAT safety groups – and in particular the European Regional Aviation Safety Group (RASG-EUR), for the implementation of the Universal Safety Oversight Audit Programme-Continuous Monitoring Approach (USOPA-CMA) in the EUR/NAT region, and for all ICAO safety and safety management related training in the region. Nicolas Rallo is an aerospace engineer. A former accident and incident investigator for the French Investigation Authority (BEA), he conducted and participated in numerous high profile investigations. His previous experience also includes working for civil aviation authorities in France and in Brazil. Nicolas has audited the safety oversight systems of about 60 States and has considerable experience in providing training and technical assistance.

ICAO EUROPE AND NORTH ATLANTIC OFFICE

Sven Halle, Regional Officer, ANS Implementation, ATM

Sven Halle joined the ICAO European and North Atlantic Office in 2010. In his capacity of Regional Officer for Air Navigation Services (Implementation), he provides ATM Implementation support to all 56 States that are accredited to the Paris Office. This includes the management of the Route Development Group East, ATM Group East, All Weather Operations Group and the Regional Performance Task Force, the monitoring of all ATM/SAR related ICAO activities and the coordination with international organisations e.g. European Commission, EASA, ECAC, EUROCONTROL, IATA, IFATCA, IFALPA and NATO. Mr Halle worked as an Air Traffic Controller in 1984 with the Berlin Aeronautics Unit and following the reunification of Germany he then joined the Air Navigation Service Provider as an ATC Expert. In 1995 he moved to DFS (Deutsche Flugsicherung GmbH) Headquarter in Frankfurt, Germany where he worked in the Air Traffic Management Systems Domain and on Airborne Collision Avoidance Systems (ACAS). As Head of the operational ATMS-System unit, he became an active member of several international civil (ICAO, EUROCONTROL) and also military (NATO) working groups. In 2006 he was seconded to the European Commission DG TREN (Transport and Energy) Air Transport Directorate in Brussels, Belgium, where he was responsible for the development of Community Specifications, the support to Implementing Rules and the coordination of all standardisation/certification activities under the Single European Sky Regulations.
**ICAO EUROPE AND NORTH ATLANTIC OFFICE**

**George Firican, ICAO EUR/NAT Office, Deputy Director**

George Firican assumed the duties of EUR/NAT Deputy Director in 2007 after serving the ICAO Paris Office as Regional Officer, Air Navigation Services Implementation, since February 1999. He is also the Technical Team Leader in charge with the implementation of the work programme of ICAO in the European and North Atlantic Regions. From 1995 to 1998 he held the position of Director of Operations with the Romanian Air Traffic Services Romatsa. From 1981 to 1995, Mr Firican held several positions in TAROM (the Romanian national air carrier) as Aircraft Performance Engineer, Chief of the Flight Engineering Office, Chief of the Flight Operations Division and Deputy Chief Navigator. During the same period he served as Associate Professor Assistant with the Polytechnics University of Bucharest, Aeronautical Engineering Chair in charge of teaching air navigation principles and systems and leading several academic and/or research projects. In 1983 he obtained his air traffic controller licence (en-route, radar rating) and in 1984 his flight navigator licence for long-range aircraft (acquiring over 5,000 hours of flight, mainly on Boeing 707). Mr Firican graduated from the Polytechnics University of Bucharest in 1981 with a Master’s of Science in aeronautical engineering.

**Patrick Ky, Executive Director, SESAR**

Patrick Ky graduated from the Ecole polytechnique in Paris and the Ecole Nationale de l’Aviation Civile in Toulouse, France and holds degrees in economics. With over 22 years of work experience in civil aviation, Mr Ky has held different managerial positions in the French Civil Aviation Authority, a private consulting company, and EUROCONTROL. Between 2001 and 2004, he was the ATM rapporteur for the Advisory Council for Aeronautics Research in Europe. In 2004, he joined the European Commission to work on SESAR. Mr Ky was appointed Executive Director of the SESAR Joint Undertaking in October 2007 and since then has driven the set-up and execution of SESAR, Europe’s ambitious air traffic management modernisation programme. One of his main priorities is the inclusion of all relevant air transport actors in this public-private partnership. As a result, more than 2,000 experts from 100 companies in Europe and worldwide are actively contributing to the 300 projects of the SESAR work programme. Further, Mr Ky focuses on achieving early results with immediate benefits for the aviation industry, as well as the development and validation of SESAR’s new technologies and procedures in operational environments.

**Elkhan Nahmadov, Regional Officer, ANS Implementation**

Before joining ICAO in 2006, Elkhan Nahmadov worked as Deputy Director CNS of Azerbaijan Air Navigation Services. He represented Azerbaijan at various international meetings, including the ICAO European Air Navigation and Planning Group. He serves as the Secretary of the following ICAO groups: European Frequency Management Group; European Aeronautical Fixed Service Group; North Atlantic CNS Group (CNSG). Elkhan Nahmadov is a focal point for the regional PBN implementation activities and the Secretary of the ICAO EUR PBN Implementation Task Force. He is the Secretary of the ICAO Inter-regional SATCOM voice task force and the Global Operational Data link ad-hoc group. He holds a PhD in aeronautical systems and is an author of several scientific publications.

**Carole Stewart-Green, Regional Officer, ANS Implementation, ATM**

Carole Stewart-Green was recruited to ICAO from NAV CANADA, the commercialised air navigation services provider for Canada. Her expertise in airspace management, procedures development, incident investigation, service evaluation and air traffic control provides a wide ranging background to support her roles and responsibilities at the EUR/NAT Office, Ms Stewart-Green’s duties at NAV CANADA included serving as a Canadian representative on a number of contributory groups of the North Atlantic Systems Planning Group (NAT SPG), the ICAO Planning and Implementation Regional Group for the ICAO NAT Region. Although a significant portion of her efforts support the work programme of the NAT SPG, she is also responsible for ICAO’s regional activities related to the implementation of the new ICAO flight planning provisions, which become applicable in November 2012. In that role, Ms Stewart-Green works in coordination with EUROCONTROL, which is leading this activity on behalf of the entire ICAO EUR Region. She also participates in the activities of EUROCONTROL’s ATM Procedures Development Support Group, supports the Network Management functions related to Secondary Surveillance Radar code management in the ICAO EUR Region and takes part in the work of the Standardized European Rules of the Air Implementing Rule Drafting Group.
SESAR
José Antonio Calvo Fresno, Chief Regulatory Affairs, SESAR
José Antonio Calvo Fresno holds a degree in aeronautical engineering from the Polytechnics University of Madrid. Immediately after his graduation he joined Airbus where he held different positions in customer support, the aerodynamics and the aerospace flight test departments in France and the United Kingdom. He worked at an airline as Assistant to the Director and also developed some work in the aeronautical research sector. Mr Calvo Fresno worked at the Spanish Civil Aviation Authority for 14 years where he held different managerial positions. He was especially active in the fields of international affairs, harmonisation of aviation initiatives at European level and coordination with the military sector. He has been Chairman of the Spanish civil-military joint rulemaking standing committee since 1998; and in 2008 he was appointed Vice Chairman of EUROCONTROL’s Safety Regulation Commission, a position he previously held in 2000 to 2003. Mr Calvo Fresno also took part in the first high level group for the constitution of the Single European Sky, chairing one of its Sub-Groups and joined the SESAR Joint Undertaking as Chief Regulatory Affairs on 1 June 2009.

SESAR
Fiona McFadden, Advisor to Executive Director of SESAR Joint Undertaking
Fiona McFadden has been working as Advisor to the Executive Director of the SESAR Joint Undertaking for two years. She has been dealing with policy, as well as relations with the EU institutions, third countries and key ATM stakeholders. Following a recent restructuring she now heads up the Executive Director’s private office. Fiona McFadden’s job primarily focuses on maintaining good relations with key external partners and overseeing external policy. She has over 17 years’ experience in transport in Brussels, working for the European office of the International Federation of Airline Pilots Association, the Directorate General for Transport of the European Commission on global navigation satellite systems policy and also the first GNSS body, the European GNSS Tripartite Group (European Commission, EUROCONTROL and the European Space Agency). She also worked as EU Programme Manager for the European Cities (POLIS) on intelligent transport systems projects. Fiona is qualified in applied languages and business (marketing) having studied at Dublin City University, the University of the Saarland in Germany and at the International Management School (CEGI) of the University of Louvain-La-Neuve in Belgium.

SESAR
Florian Guillermet, Deputy Executive Director Operations and Programme, SESAR
Florian Guillermet graduated in engineering from the Ecole Polytechnique in Paris and the Ecole Nationale de l’Aviation Civile in Toulouse, France and also holds a Master’s Degree in aeronautics and airport management. Mr Guillermet has been working in the field of civil aviation for 15 years, starting his career in the flight planning department of Air France. He then held different managerial positions at the French Air Navigation Service Provider before joining the European Central Flow Management Unit at EUROCONTROL. He has been in charge of various operational and IT projects and his experience ranges from ATM systems definition and implementation to network operations management. Mr Guillermet joined the SESAR Joint Undertaking in June 2008 as Chief Programme Officer and was responsible for the definition and execution of the SESAR Programme. Mr Guillermet was appointed Deputy Executive Director Operations and Programme in January 2012.

SESAR
Peter Hotham, Deputy Director Operations and Programme (Chief Technology and Innovation), SESAR
Peter Hotham worked for 29 years in system engineering and programme management, specialising in both civil and military air traffic management. This has included airports, centres, surveillance systems, data processing and display systems, project management, system engineering, research and development, system and enterprise architecture. He was previously Chief System Architect for the UK Air Navigation Service Provider (NATS). Mr Hotham has a degree in mathematics & telecommunications and a post-graduate degree in computing for commerce & industry. He was appointed to the SESAR Joint Undertaking in the role of Chief Architect in June 2008 and was responsible for all the technical (air traffic management) aspects of SESAR, including overall architecture, as well as the development of technical standards. Since January 2010 in his role of Chief for Technology and Innovation he has been responsible for the fitness for purpose of the technical content of the Programme, as well as driving the set-up and content of the SESAR long-term research and innovation activities. From January 2012 Mr Hotham undertook the additional responsibilities of Deputy Director Operations and Programme within the SESAR Joint Undertaking, where he ensures research, development and validation of the new technologies are delivered in accordance to plan, while meeting the aviation industry’s needs.
**SESAR**

**General Denis Koehl, Senior Advisor for Military Affairs**

General Denis Koehl joined the French Air Force on 12 April 1976. He entered the Air Force Academy in Salon de Provence AFB in September 1978, obtained his pilot’s wings on 17 February 1982 and received his first assignment at the fighter squadron 02.003 ‘Champagne’ at Nancy Ochey AFB. He qualified as a Navy fighter pilot in the Navy Air Fleet 11F in Landivisiau, performing several tours on board aircraft carriers ‘Foch’ and ‘Clemenceau’, including one during operations ‘Prométhée’ and ‘Saint-Michel’ in the Strait of Ormuz in the Persian Gulf. He was given command of the fighter squadron 03.007 at Saint-Dizier AFB where he performed operational detachments in Saudi Arabia (1991) and Ndjamena (Chad).

Promoted as Lieutenant Colonel in August 1993, he was posted as Operations officer of the 12th Fighter Wing at Cambrai AFB, later becoming Deputy Commander of this wing. In 1995, he was given the command of the fighter squadron 02.012 where he participated in several operational detachments in Italy and Saudi Arabia. In September 1997, he entered the Joint War College in Paris. The following year he was posted to Taverny AFB as Assistant chief for Air Operations of the Air Defence and Operations Command and was promoted to Colonel. General Koehl’s deep experience and knowledge on air operations saw him designated as Deputy Air Assets Commander and Senior National Representative to the Combined Air Operations Centre at Vicenza (Italy) from July to September 1999. In August 2000, he was assigned to the Joint Operations Centre in Paris as Assistant to the Chief of the ‘Yugoslavia’ crisis cell and expert for ‘Kosovo’ matters. The following year he took charge of this cell and was responsible for all French military operations conducted in the Balkans. In July 2002 he was posted as Commander of the Air force base in Orange. During the operation Artémis in Uganda, from June to September 2003, he was detached to organise and command the Combined Joint Support Base on the Entebbe International Airport. In 2004, he received an assignment as General Policy and Concepts at the Air Combat Command at Metz AFB. In October 2005 he was promoted to Brigadier General.

In September 2006 he was posted as Chief of Staff to the Air Forces Command, before joining NATO in Lisbon (Joint Force Command), one year later as Chief of the French Military Mission and French Representation to Commander Promoted Major General in 2009, he ended this military career and in May 2010 he joined the SESAR Joint Undertaking in Brussels as Senior Advisor to the Executive Director for Military Affairs. General Koehl has a total of 4,000 flying hours, including 206 war missions and 99 landings on aircraft carriers. He is “Commandeur” in the National Merit Order and Officer in the Legion of Honour. His awards include the War Cross for Overseas Operations with two stars, the Cross for Military Valour with one star, the Air Medal, the Combatant Cross, the Overseas Operations Medal, National Defence Medal, NATO Medal and European Union Medal.

**SESAR**

**Alain Siebert, Chief Economics and Environment, SESAR**

Alain Siebert was educated at the Toulouse Business School and the London School of Economics and holds an MSc in management. He started his career as a management trainee at Air France and later joined SAS Group as Executive Assistant to the Chief Financial Officer. In 2004 he was promoted to Manager for Strategic Development and Head of Fuel Conservation under the responsibility of the Chief Operating Officer. As Chief Economics and Environment, Mr Siebert is responsible for all economic and environmental aspects of the SESAR Joint Undertaking. He is also responsible for organise and managing the involvement of civil airspace users and for performance, deployment planning and risk management topics.

**SESAR**

**Michael Standar, Chief Strategies and External Relations, SESAR**

Michael Standar started his career in 1976 as an air traffic controller in the Swedish Air Force. He joined the Swedish Civil Aviation Authority (CAA) in 1978 when Sweden implemented an integrated civil and military Air Navigation Service (ANS), while retaining his officer status in the Air Force Reserve. After a number of years working as an air traffic controller for Aeradio Limited in the United Arab Emirates and Bahrain he returned to Sweden and, since the mid-1980s, he has held a variety of posts at the Swedish CAA and ANS service provider LFV. At the beginning of the 1990s Mr Standar moved to the Swedish CAA headquarters, where he was first promoted to head units for air traffic management (ATM) operational development and operational support. Later he became Head of LFV’s ATM Support and Development business area, before taking up duties as LFV Director for ANS Business Development. During his operational career as an air traffic controller, Mr Standar achieved a full book of ratings for all areas, including supervision and training.

Mr Standar was an active Swedish member of the ICAO Air Traffic Management Operational Concepts panel, developing the ICAO Global ATM Operational Concept Document which later became the Air Traffic Management Requirements and Performance Panel. During his last years with LFV he worked intensively on Nordic and North European ANSP cooperation which led, in 2007, to the formation of the North European ANSP Cooperation (NEAP). He was also the LFV representative in the SESAR definition phase and held one of the three elected seats of the ANSP Stakeholder Group in the SESAR Consortium Executive Committee. Mr Standar was offered the position of Chief Air Traffic Management within the SESAR Joint Undertaking in July 2011 and was promoted to Chief Strategies and External Relations in January 2012.
The governance structure of the organisation is composed of three bodies: two governing bodies, the EUROCONTROL Commission and the Provisional Council, and one executive body, the Agency. The organisation has increasingly involved aviation stakeholders in its decision-making processes in order to improve its governance. A significant milestone in this direction was achieved in 2008 and then again in 2010 when the Provisional Council approved new governance arrangements for EUROCONTROL, introducing processes that include enhanced stakeholder involvement.

GOVERNING BODIES

EUROCONTROL Permanent Commission
Key personnel: President, Vladimir Cebotari (Civil Aviation Authority – Republic of Moldova)
The EUROCONTROL Permanent Commission represents Member States at ministerial level. It formulates general policy and is responsible for decisions and regulatory functions. The Commission also approves the EUROCONTROL annual budget, the five-year programme, contract regulations, financial regulations and staff regulations, and is responsible for appointing the Director General and Directors. It gives a final ruling on the Agency’s annual accounts.

EUROCONTROL Provisional Council
Key personnel: President, Patrick Gandil (Directorate General of Civil Aviation – France)
Member States are represented in the Provisional Council at Director General of Civil Aviation level. The European Union participates in the work of the Provisional Council. The Provisional Council is responsible for implementing EUROCONTROL’s general policy, as established by the Permanent Commission, and for supervising the Agency’s work. EUROCONTROL’s institutional structure includes a number of advisory bodies to the Provisional Council and/or to the Commission that monitor the transparency of the Agency’s work, supervise operations in specific areas, facilitate dialogue and coordinate work programmes in certain domains.

Executive body
The Agency
The EUROCONTROL Agency is responsible for performing tasks prescribed by the Convention or entrusted to it by the Permanent Commission or the Provisional Council. Under the revised Convention, the Director General was given wide independence with regard to the management of the Agency.

Advisory bodies
The Audit Board
Key personnel: Chairman, Reinhard Rath (Austrian Court of Audit – Austria)
The Audit Board reports to the EUROCONTROL Commission through the Provisional Council. It is composed of six members designated by six Contracting States on a rotating basis for a term of office of four years. Half the members are renewed every two years. They must be professional auditors and they are not paid by the Agency. The Audit Board organises its work independently. It examines and reports annually on the Agency accounts and on the route charges system accounts; reports to the Commission concerning the level of transparency of the Agency’s procedures and decisions; assesses complaints by Member States in the field of procedures and reports to the Commission.

Pension Fund
Supervisory Board
Key personnel: Chairman, Hervé Toro (General Council for the Environment and Sustainable Development – France)
The EUROCONTROL Pension Fund was set up on 1 January 2005 to finance the net pensions of staff retiring as from this date. It is a financing mechanism that allows the Organisation to accumulate reserves to cover its pension obligations. The Fund is governed by the Pension Fund Supervisory Board (PFSB) which defines the investment strategy, sets the investment guidelines and supervises the management of the Fund. The Board reports to the Provisional Council, and is assisted in the administration of the Fund by the Fund Executive Officer. The PFSB is composed of nine members: four representatives of the Member States, four representatives of the Agency staff and one representative of the Director General (without voting right).

The Performance Review Commission (PRC) supports the effective management of European air traffic management, through target-setting and the establishment of a transparent and independent performance review system. It is responsible for enforcing implementation of this performance and target-setting system throughout EUROCONTROL’s Member States. Since 2010, EUROCONTROL acting through its PRC, has been designated by the European Commission as the Performance Review Body (PRB) of the Single European Sky (SES) to assist the European Commission in the implementation of the SES Performance Scheme. The PRB Members are the 12 independent Members of the EUROCONTROL’s PRC and a Chairman designated by the European Commission. The PRC/PRB is supported by the Performance Review Unit of EUROCONTROL’s Single Sky Directorate.

Safety Regulation Commission
Key personnel: Chairman, Harry Daly (Civil Aviation Authority – United Kingdom)
The Safety Regulation Commission (SRC) ensures consistent high levels of safety in air traffic management (ATM) within the ECAC area. It is responsible for the development of harmonised safety regulatory objectives and requirements for the European air traffic management system, which are implemented...
Air Navigation Services Board  
**Key personnel:** President, Dieter Kaden (DFS – German Air Traffic Services)  
The Air Navigation Services Board is made up of representatives of air navigation services providers, airspace users and airports from EUROCONTROL Member States. It is designed to increase the involvement of air navigation stakeholders in preparing decisions and in aligning the business planning and budgetary processes at different levels in the organisation, while respecting the decision-making responsibilities of the Member States. Besides its former advisory role, it is empowered to endorse the Agency’s Strategy and Business Plan and associated financial commitments.

Military ATM Board  
**Key personnel:** Chairman, Brig. Gen. Hans-Georg Schmidt (German Air Force)  
The Military air traffic management (ATM) Board is composed of national heads of military ATM. It facilitates the implementation of pan-European programmes, concepts and plans by elaborating, coordinating and promulgating the military views on ATM matters. The Military ATM Board provides advice on these military views to the Director General and, on request, to the Provisional Council.

Agency Advisory Body  
**Key personnel:** Chairman, Philip Roberts (Civil Aviation Authority – United Kingdom)  
Replacing and combining the former Stakeholder Consultation Group and the Operational Consultation Group, the Agency Advisory Body (AAB) is an advisory body to the EUROCONTROL Director General. It provides a broad range of balanced advice together with the widest possible stakeholder support and commitment in matters relating to the European air traffic management (ATM) strategic objectives of the Provisional Council and the operation of the European ATM network as set out in the Agency Business Plan. Operating jointly with the Civil-Military Interface Standing Committee, the AAB provides a forum within which civil/military coordination can be performed.

Internal Audit Unit  
**Key personnel:** Head, Mr John Martin  
EUROCONTROL’s Internal Audit Unit helps senior management oversee an effective system of internal controls designed to help the Agency meet its objectives. Internal Audit’s scope includes the assessment of controls to ensure the reliability and integrity of financial and operational information, effectiveness and efficiency of operations and programmes, safeguarding of assets (including the Pension Fund); compliance with laws, regulations, policies, procedures and contracts; effective Risk Management processes.

OTHER GOVERNANCE BOARDS  

**Network Management Board**  
**Key personnel:** President, Massimo Garbini (ENAV – Italian Air Navigation Services)  
The Network Management Board (NMB), created as part of the European Commission Regulation (EU) No 677/2011 of 7 July 2011, is the new governing body of the Network function. The NMB, inter alia, endorses the Network Strategy Plan including its annual strategic objectives and the NM Performance Plan (NM-PP), approves the annual Network Operations Plans (NOP) and the network annual report. The NMB focuses on monitoring the activities related to the management of the network functions, the Network Manager activities related to network crisis, the progress on the implementation of the agreed plans, and this to include high-level operational consultation. The NMB addresses matters that cannot be resolved at the local network function level. It therefore handles all relevant network issues and acts exclusively to improve the performance of the European network. The Network Manager exercises its functions in close coordination with the Enhanced Directors of Operations Panel to prepare the NOP and NM-PP.

Performance Review Board  
**Key personnel:** Chairman, Peter Griffiths  
On 15 September 2010, EUROCONTROL accepted the designation from the European Commission, as the Performance Review Body (PRB) of the Single European Sky, acting through its Performance Review Commission supported by the Performance Review Unit (Commission Decision of 29.7.2010 on the designation of the Performance Review Body of the Single European Sky (Decision C (2010) 5134 final) refers). The PRB’s designation is valid until 30 June 2015. The PRB Chairman is appointed separately by the European Commission. His appointment is valid for the same duration. The purpose of the PRB is to assist the European Commission in the implementation of the performance scheme and to assist the National Supervisory Authorities on request.

Two of the PRB’s key tasks include:
- advising the European Commission in setting EU-wide performance targets and assessing national/functional Airspace Block performance plans, and,
- monitoring the performance of the system in four key performance areas: safety, capacity, environmental impact and cost-efficiency.


The designation creates synergies between the SES performance scheme and the EUROCONTROL performance review system, which will further optimise the performance of pan-European air navigation services, in the interests of all stakeholders.
THE EUROCONTROL INSTITUTIONAL STRUCTURE

Permanent Commission (CN)

Ministers

Committee of Management (CE)

Enlarged Committee for Route Charges (CE-R)

Standing Committee on Finance (SCF)

Air Navigation Services Board (ANSB)

Permanent Commission (CN)

Provisional Council (PC)

DGCAs

Director General

AGENCY

Performance Review Commission (PRC)

Safety Regulation Commission (SRC)

Audit Board (AB)

Pension Fund Supervisory Board (PFSB)

Civil/Military Interface Standing Committee (CMIC)

Military ATM Board (MAB)

Advisory and Consultative Bodies (i.e. Agency Advisory Body)
THE EUROPEAN UNION INSTITUTIONAL STRUCTURE (relevant to SES)
### Traffic

**9.8 million**

Total number of flights in 2011 (9,784,311)

**1 July**

Busiest day in 2011 (33,159 flights)

### Market Segment

**Market**

- All-Cargo
- Business Aviation
- Charter
- Low-cost
- Others
- Traditional Scheduled

**Flights/Day**

- All-Cargo: 873.9
- Business Aviation: 1,928.9
- Charter: 1,394.8
- Low-cost: 5,971.2
- Others: 1,122.4
- Traditional Scheduled: 15,515.1

**Market Share**

- 3.3%
- 7.2%
- 5.2%
- 22.3%
- 4.2%
- 57.9%

### FAB Traffic

<table>
<thead>
<tr>
<th>Market</th>
<th>Total Departures</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAB</td>
<td>741,000</td>
</tr>
<tr>
<td>Baltic</td>
<td>741,000</td>
</tr>
<tr>
<td>Blue Med</td>
<td>2,296,000</td>
</tr>
<tr>
<td>Danube</td>
<td>758,000</td>
</tr>
<tr>
<td>FAB CE</td>
<td>1,914,000</td>
</tr>
<tr>
<td>FAB EC</td>
<td>5,671,000</td>
</tr>
<tr>
<td>NEFAB</td>
<td>1,619,000</td>
</tr>
<tr>
<td>SW Portugal-Spain</td>
<td>1,882,000</td>
</tr>
<tr>
<td>UK-Ireland</td>
<td>2,272,000</td>
</tr>
<tr>
<td>DK-SE</td>
<td>1,008,000</td>
</tr>
</tbody>
</table>

### Top 3 Aircraft Operator Share of Total Departures

<table>
<thead>
<tr>
<th>Market</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAB</td>
<td>47.7%</td>
</tr>
<tr>
<td>Baltic</td>
<td>47.7%</td>
</tr>
<tr>
<td>Blue Med</td>
<td>27.5%</td>
</tr>
<tr>
<td>Danube</td>
<td>39.0%</td>
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<tr>
<td>FAB CE</td>
<td>33.1%</td>
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<tr>
<td>FAB EC</td>
<td>30.9%</td>
</tr>
<tr>
<td>NEFAB</td>
<td>38.1%</td>
</tr>
<tr>
<td>SW Portugal-Spain</td>
<td>29.6%</td>
</tr>
<tr>
<td>UK-Ireland</td>
<td>30.0%</td>
</tr>
<tr>
<td>DK-SE</td>
<td>35.3%</td>
</tr>
</tbody>
</table>

### Balance of Departures/Arrivals, Internal and Overflights

<table>
<thead>
<tr>
<th>Market</th>
<th>Overflight</th>
<th>Internal</th>
<th>Dep/Arr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baltic</td>
<td>59.2%</td>
<td>34.3%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Blue Med</td>
<td>24.4%</td>
<td>52.9%</td>
<td>22.7%</td>
</tr>
<tr>
<td>Danube</td>
<td>23.8%</td>
<td>23.3%</td>
<td>53.8%</td>
</tr>
<tr>
<td>FAB CE</td>
<td>22.3%</td>
<td>33.9%</td>
<td>44.0%</td>
</tr>
<tr>
<td>FAB EC</td>
<td>13.0%</td>
<td>33.4%</td>
<td>53.6%</td>
</tr>
<tr>
<td>NEFAB</td>
<td>10.6%</td>
<td>59.0%</td>
<td>30.4%</td>
</tr>
<tr>
<td>SW Portugal-Spain</td>
<td>23.3%</td>
<td></td>
<td></td>
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<tr>
<td>UK-Ireland</td>
<td>11.4%</td>
<td>65.3%</td>
<td>23.0%</td>
</tr>
<tr>
<td>DK-SE</td>
<td>29.8%</td>
<td>47.2%</td>
<td>23.0%</td>
</tr>
</tbody>
</table>
## Top 3 Departure Airports (2011)

<table>
<thead>
<tr>
<th>FAB</th>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baltic</td>
<td>WARSZAWA/OKECIE</td>
<td>70,390</td>
<td>192.8</td>
<td>2.9</td>
</tr>
<tr>
<td></td>
<td>KRAKOW/BALICE</td>
<td>17,074</td>
<td>46.8</td>
<td>-0.1</td>
</tr>
<tr>
<td></td>
<td>GDANSK/LECH WALESIA</td>
<td>15,424</td>
<td>42.3</td>
<td>6.3</td>
</tr>
<tr>
<td>Blue Med</td>
<td>ROME FIUMICINO</td>
<td>164,273</td>
<td>450.1</td>
<td>-0.2</td>
</tr>
<tr>
<td></td>
<td>MILANO MALPENSA</td>
<td>95,777</td>
<td>262.4</td>
<td>-1.4</td>
</tr>
<tr>
<td></td>
<td>ATHNAl E. VENIZELOs</td>
<td>84,742</td>
<td>232.2</td>
<td>-9.7</td>
</tr>
<tr>
<td>Danube</td>
<td>OTOPENI-INTL.</td>
<td>37,142</td>
<td>101.8</td>
<td>-3.5</td>
</tr>
<tr>
<td></td>
<td>SOFIA</td>
<td>23,266</td>
<td>63.7</td>
<td>0.1</td>
</tr>
<tr>
<td></td>
<td>BANEASA-BUCURESTI</td>
<td>11,638</td>
<td>31.9</td>
<td>-11.3</td>
</tr>
<tr>
<td>FAB CE</td>
<td>WIEN SCHWECHAT</td>
<td>132,126</td>
<td>362.0</td>
<td>0.1</td>
</tr>
<tr>
<td></td>
<td>PRAHA RUIZYNIE</td>
<td>73,452</td>
<td>201.2</td>
<td>-3.3</td>
</tr>
<tr>
<td></td>
<td>FERIHEGY-BUDAPEST</td>
<td>54,847</td>
<td>150.3</td>
<td>4.4</td>
</tr>
<tr>
<td>FAB EC</td>
<td>PARiS CH DE GAULLE</td>
<td>257,133</td>
<td>704.5</td>
<td>2.8</td>
</tr>
<tr>
<td></td>
<td>FRANKFURT MAIN</td>
<td>243,516</td>
<td>667.2</td>
<td>4.9</td>
</tr>
<tr>
<td></td>
<td>SCHiPHOL AMSTERDAM</td>
<td>215,706</td>
<td>591.0</td>
<td>8.7</td>
</tr>
<tr>
<td>NEFAB</td>
<td>COPENHAGEN KASTRUP</td>
<td>126,838</td>
<td>347.5</td>
<td>3.2</td>
</tr>
<tr>
<td></td>
<td>OSLO/GARDERMOEN</td>
<td>114,322</td>
<td>313.2</td>
<td>5.2</td>
</tr>
<tr>
<td></td>
<td>STOCKHOLM-ARLANDA</td>
<td>106,482</td>
<td>291.7</td>
<td>11.5</td>
</tr>
<tr>
<td>SW - Portugal</td>
<td>MADRID BARAJAS</td>
<td>214,714</td>
<td>588.3</td>
<td>-1.0</td>
</tr>
<tr>
<td></td>
<td>BARCELONA</td>
<td>151,515</td>
<td>415.1</td>
<td>9.1</td>
</tr>
<tr>
<td></td>
<td>PALMA DE MALLORCA</td>
<td>89,889</td>
<td>246.3</td>
<td>3.1</td>
</tr>
<tr>
<td>UK-Ireland</td>
<td>LONDON/HEATHROW</td>
<td>240,509</td>
<td>658.9</td>
<td>5.6</td>
</tr>
<tr>
<td></td>
<td>LONDON/GATWiCK</td>
<td>125,713</td>
<td>344.4</td>
<td>4.3</td>
</tr>
<tr>
<td></td>
<td>MANCHESTER</td>
<td>83,386</td>
<td>228.5</td>
<td>5.5</td>
</tr>
</tbody>
</table>

## Top 20 Most Affected Departure Airports in 2011 (all causes delay)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Departure Airport</th>
<th>ICAO Code</th>
<th>Average Delay per Departure (mins)</th>
<th>Average Delay Per Delayed Departure</th>
<th>Percentage of Delayed Departures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MADRID BARAJAS</td>
<td>LEMD</td>
<td>16.0</td>
<td>29.7</td>
<td>54.0%</td>
</tr>
<tr>
<td>2</td>
<td>LISBOA</td>
<td>LPPT</td>
<td>13.4</td>
<td>28.1</td>
<td>47.5%</td>
</tr>
<tr>
<td>3</td>
<td>PALMA DE MALLORCA</td>
<td>LEPA</td>
<td>13.1</td>
<td>30.6</td>
<td>42.8%</td>
</tr>
<tr>
<td>4</td>
<td>MANCHESTER</td>
<td>EGCC</td>
<td>12.5</td>
<td>33.0</td>
<td>38.0%</td>
</tr>
<tr>
<td>5</td>
<td>PARiS CH DE GAULLE</td>
<td>LFPG</td>
<td>12.4</td>
<td>25.5</td>
<td>48.8%</td>
</tr>
<tr>
<td>6</td>
<td>ALiCANTE</td>
<td>LEAL</td>
<td>11.7</td>
<td>27.6</td>
<td>42.5%</td>
</tr>
<tr>
<td>7</td>
<td>MALAGA</td>
<td>LEMG</td>
<td>11.2</td>
<td>28.8</td>
<td>38.9%</td>
</tr>
<tr>
<td>8</td>
<td>FRANKFURT MAIN</td>
<td>EDDF</td>
<td>11.1</td>
<td>21.9</td>
<td>50.6%</td>
</tr>
<tr>
<td>9</td>
<td>ROME FIUMICINO</td>
<td>LIRF</td>
<td>10.9</td>
<td>23.4</td>
<td>46.3%</td>
</tr>
<tr>
<td>10</td>
<td>LONDON/ GATWiCK</td>
<td>EGKK</td>
<td>10.7</td>
<td>27.0</td>
<td>39.7%</td>
</tr>
<tr>
<td>11</td>
<td>LONDON/ HEATHROW</td>
<td>EGLL</td>
<td>10.7</td>
<td>24.7</td>
<td>43.4%</td>
</tr>
<tr>
<td>12</td>
<td>SCHiPHOL AMSTERDAM</td>
<td>EHAM</td>
<td>10.7</td>
<td>25.9</td>
<td>41.2%</td>
</tr>
<tr>
<td>13</td>
<td>FERIHEGY-BUDAPEST</td>
<td>LHBp</td>
<td>10.4</td>
<td>24.5</td>
<td>42.6%</td>
</tr>
<tr>
<td>14</td>
<td>BARCELONA</td>
<td>LEBL</td>
<td>10.4</td>
<td>27.8</td>
<td>37.4%</td>
</tr>
<tr>
<td>15</td>
<td>MUEENCHEN 2</td>
<td>EDDM</td>
<td>10.3</td>
<td>20.4</td>
<td>50.6%</td>
</tr>
<tr>
<td>16</td>
<td>MILANO MALPENSA</td>
<td>LIMC</td>
<td>10.3</td>
<td>25.7</td>
<td>39.9%</td>
</tr>
<tr>
<td>17</td>
<td>PARIS ORLY</td>
<td>LFPO</td>
<td>10.2</td>
<td>24.7</td>
<td>41.3%</td>
</tr>
<tr>
<td>18</td>
<td>NICE</td>
<td>LFMN</td>
<td>10.2</td>
<td>25.6</td>
<td>39.7%</td>
</tr>
<tr>
<td>19</td>
<td>WARSZAWA/ OKECIE</td>
<td>EPWA</td>
<td>10.0</td>
<td>26.9</td>
<td>37.0%</td>
</tr>
<tr>
<td>20</td>
<td>GENEvE COiNTRiN</td>
<td>LSGG</td>
<td>9.7</td>
<td>24.9</td>
<td>39.1%</td>
</tr>
</tbody>
</table>
### ALBANIA

**ANTA – National Air Traffic Agency JSC**

**ADDRESS:** Mother Teresa Airport  
To Pastare NR. 8172  
Rinas, Tirana  
Albania

**TEL:** +355 4 2375 805  
**FAX:** +355 4 2375 805  
**EMAIL:** anta@anta.com.al  
**WEB:** www.anta.com.al

*General Manager: Petrit Sulaj*

**TOTAL FLIGHTS:** 197,265  
**GROWTH ON 2010:** 8.8%  
**TOP A/O* SHARE OF TOTAL DEPARTURES** 54.7%

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIRANA</td>
<td>11,479</td>
<td>31.5</td>
<td>9.3</td>
</tr>
</tbody>
</table>

### ARMENIA

**ARMATS**

**ADDRESS:** 33 Building  
Isahak Gasparyan St.  
Parakar village  
Armavir Marz

**TEL:** +374 10 281597  
**FAX:** +374 10 593014  
**WEB:** www.armats.com

*Director of Air Traffic Services: Artur Gasparyan*

**TOTAL FLIGHTS:** 57,164  
**GROWTH ON 2010:** 8.1%  
**TOP A/O SHARE OF TOTAL DEPARTURES** 52.2%

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>YEREVAN/ZVARTNOSJ</td>
<td>9,971</td>
<td>27.3</td>
<td>-2.2</td>
</tr>
<tr>
<td>GYUMR/SHIRAK</td>
<td>368</td>
<td>1.0</td>
<td>49.0</td>
</tr>
<tr>
<td>EREBUNI</td>
<td>331</td>
<td>0.9</td>
<td>-7.0</td>
</tr>
</tbody>
</table>

### AUSTRIA

**Austro Control**

**ADDRESS:** Österreichische Gesellschaft für Zivilluftfahrt mit beschränkter Haftung  
Schnirchgasse 11  
1030 Vienna  
Austria

**TEL:** +43 51703.0  
**FAX:** +43 51703  
**EMAIL:** info@austrocontrol.at  
**WEB:** www.austrocontrol.at

*Managing Directors: Johann Zemsky and Heinz Sommerbauer*

**TOTAL FLIGHTS:** 1,154,125  
**GROWTH ON 2010:** 1.5%  
**TOP A/O SHARE OF TOTAL DEPARTURES** 54.8%

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIEN SCHWECHAT</td>
<td>132,126</td>
<td>362.0</td>
<td>0.1</td>
</tr>
<tr>
<td>SALZBURG</td>
<td>15,041</td>
<td>41.2</td>
<td>-2.3</td>
</tr>
<tr>
<td>INNSBRUCK</td>
<td>10,467</td>
<td>28.7</td>
<td>-6.0</td>
</tr>
</tbody>
</table>

*Figures for overflights and national traffic are given here.*
BELGIUM / LUXEMBOURG

Belgocontrol/Administration of Air Navigation

Total Flights: 1,091,492
Growth on 2010: 5.4%
Top A/O Share of Total Departures: 35.1%

Top 3 Departure Airports (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brussels National</td>
<td>113,980</td>
<td>312.3</td>
<td>4.2</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>27,974</td>
<td>76.6</td>
<td>4.2</td>
</tr>
<tr>
<td>Charleroi</td>
<td>21,851</td>
<td>59.9</td>
<td>11.4</td>
</tr>
<tr>
<td>Liege/Liege</td>
<td>16,188</td>
<td>44.4</td>
<td>1.6</td>
</tr>
</tbody>
</table>

Total Flights: 1,091,492
Growth on 2010: 5.4%
Top A/O Share of Total Departures: 35.1%

BOSNIA-HERZEGOVINA

BHDCA - Bosnia and Herzegovina Directorate of Civil Aviation

Total Flights: 275,704
Growth on 2010: 10.4%
Top A/O Share of Total Departures: 37.7%

Top 3 Departure Airports (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarajevo</td>
<td>5,554</td>
<td>15.2</td>
<td>-13.5</td>
</tr>
<tr>
<td>Banja Luka</td>
<td>779</td>
<td>2.1</td>
<td>46.2</td>
</tr>
<tr>
<td>Mostar</td>
<td>276</td>
<td>0.8</td>
<td>66.3</td>
</tr>
</tbody>
</table>

Total Flights: 275,704
Growth on 2010: 10.4%
Top A/O Share of Total Departures: 37.7%

BULGARIA

BULATSA - Bulgarian Air Traffic Services Authority

Total Flights: 539,298
Growth on 2010: 7.1%
Top A/O Share of Total Departures: 36.2%

Top 3 Departure Airports (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sofia</td>
<td>23,266</td>
<td>63.7</td>
<td>0.1</td>
</tr>
<tr>
<td>Burgas</td>
<td>9,421</td>
<td>25.8</td>
<td>22.2</td>
</tr>
<tr>
<td>Varna</td>
<td>5,587</td>
<td>15.3</td>
<td>-11.2</td>
</tr>
</tbody>
</table>

Total Flights: 539,298
Growth on 2010: 7.1%
Top A/O Share of Total Departures: 36.2%
CROATIA

Croatia Control Ltd.

ADDRESS: 10150 Zagreb-Airport, Pleso bb POB. 45 Croatia
TEL: +385 1 6259 400
FAX: +385 1 6228 101
EMAIL: ured.direktora@crocontrol.hr

Director General: Dražen Ramljak

TOTAL FLIGHTS: 497,276
GROWTH ON 2010: 8.4%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>ZAGREB</td>
<td>19,507</td>
<td>53.4</td>
<td>1.4</td>
</tr>
<tr>
<td>SPLIT</td>
<td>7,901</td>
<td>21.7</td>
<td>1.7</td>
</tr>
<tr>
<td>DUBROVNIK</td>
<td>7,428</td>
<td>20.4</td>
<td>2.4</td>
</tr>
</tbody>
</table>

TOTAL FLIGHTS: 497,276
GROWTH ON 2010: 8.4%

TOP A/O SHARE OF TOTAL DEPARTURES: 50.6%

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:
1.9% Share Internal
85.1% Share Overflight

CYPRUS

Department of Civil Aviation

ADDRESS: Pindarou 27, 1429 Nicosia Cyprus
TEL: +2240 4100
FAX: +2240 4220
EMAIL: director@dca.mcw.gov.cy
WEB: www.mcw.gov.cy/dca

Manager: Leonidas Leonidou

TOTAL FLIGHTS: 281,395
GROWTH ON 2010: -1.2%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>LARNACA</td>
<td>25,569</td>
<td>70.1</td>
<td>2.1</td>
</tr>
<tr>
<td>PAPHOS</td>
<td>6,191</td>
<td>17.0</td>
<td>-9.6</td>
</tr>
<tr>
<td>AKROTIRI</td>
<td>2,113</td>
<td>5.8</td>
<td>11.8</td>
</tr>
</tbody>
</table>

TOTAL FLIGHTS: 281,395
GROWTH ON 2010: -1.2%

TOP A/O SHARE OF TOTAL DEPARTURES: 30.3%

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:
0.5% Share Internal
76.4% Share Overflight

CZECH REPUBLIC

Air Navigation Services of the Czech Republic

ADDRESS: Navigační 787 252 61 Jeneč Czech Republic
TEL: +420 220 371 111
FAX: +420 220 373 003
EMAIL: info@ans.z
WEB: www.ans.cz

Director General: Jan Klas

TOTAL FLIGHTS: 695,273
GROWTH ON 2010: 4.0%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRAHA RUZYNE</td>
<td>73,452</td>
<td>201.2</td>
<td>-3.3</td>
</tr>
<tr>
<td>BRNO TURANY</td>
<td>41,691</td>
<td>11.4</td>
<td>3.0</td>
</tr>
<tr>
<td>OSTRAVA</td>
<td>3,867</td>
<td>106</td>
<td>-6.9</td>
</tr>
</tbody>
</table>

TOTAL FLIGHTS: 695,273
GROWTH ON 2010: 4.0%

TOP A/O SHARE OF TOTAL DEPARTURES: 47.3%

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:
0.9% Share Internal
76.2% Share Overflight
DENMARK

NAVI AIR

ADDRESS: Naviar Alle 1
DK2770 Kastrup
Copenhagen
Denmark

TEL: +45 3247 8000
FAX: +45 3247 8800
EMAIL: naviair@naviair.dk
WEB: www.naviair.dk

Chief Executive Officer: Morten Dambæk

TOTAL FLIGHTS: 624,714
GROWTH ON 2010: 5.1%
TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>COPENHAGEN KAstrup</td>
<td>126,838</td>
<td>347.5</td>
<td>3.2</td>
</tr>
<tr>
<td>BILLUND</td>
<td>21,854</td>
<td>59.9</td>
<td>3.4</td>
</tr>
<tr>
<td>AALBORG</td>
<td>10,608</td>
<td>29.1</td>
<td>4.9</td>
</tr>
</tbody>
</table>

TOP A/O SHARE OF TOTAL DEPARTURES: 55.2%

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:
8.3% Share Internal
48.9% Share Overflight

FORMER YUGOSLAV REPUBLIC OF MACEDONIA

M-NAV

ADDRESS: Airport Alexander the Great – Skopje
P.O. Box 9, 1043 Petrovec, Republic of Macedonia

TEL: +389 2 3148100
FAX: +389 2 3148239
EMAIL: ceo_office@mnavigation.mk
WEB: www.dgca.gov.mk/

Chief Executive Officer: Zivko Poposki

TOTAL FLIGHTS: 124,470
GROWTH ON 2010: -0.4%
TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>SKOPJE</td>
<td>5,355</td>
<td>14.7</td>
<td>-10.3</td>
</tr>
<tr>
<td>OHRID</td>
<td>401</td>
<td>1.1</td>
<td>41.7</td>
</tr>
</tbody>
</table>

TOP A/O SHARE OF TOTAL DEPARTURES: 30.5%

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:
0.1% Share Internal
90.8% Share Overflight

FINLAND

Finavia Corporation

ADDRESS: P.O. Box 50,
Lentäntie 3 Vantaa
01531 Vantaa
Finland

TEL: +358 20 708 000
FAX: +358 20 708 2099
EMAIL: tiedotus@finavia.fi
WEB: www.finavia.fi

Chief Executive Officer: Kari Savolainen

TOTAL FLIGHTS: 267,351
GROWTH ON 2010: 10.5%
TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>HELSINKI-VANTAA</td>
<td>96,140</td>
<td>263.4</td>
<td>12.7</td>
</tr>
<tr>
<td>OULU</td>
<td>7,192</td>
<td>19.7</td>
<td>22.8</td>
</tr>
<tr>
<td>TURKU</td>
<td>6,150</td>
<td>16.9</td>
<td>2.4</td>
</tr>
</tbody>
</table>

TOP A/O SHARE OF TOTAL DEPARTURES: 68.6%

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:
24.3% Share Internal
16.1% Share Overflight
FRANCE

DSNA

ADDRESS: 50, rue Henri Farman
75720 Paris cedex 15
France
TEL: +33 1 5809 4902
FAX: +33 1 5809 4903
EMAIL: secretariat-dir-dsna@aviation-civile.gouv.fr
WEB: www.developpement-durable.gouv.fr/Navigation-aerienne.html

Director General: Maurice Georges

TOTAL FLIGHTS: 2,967,739
GROWTH ON 2010: 6.2%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>PARIS CH DE GAULLE</td>
<td>257,133</td>
<td>704.5</td>
<td>2.8</td>
</tr>
<tr>
<td>PARIS ORLY</td>
<td>115,950</td>
<td>317.7</td>
<td>5.6</td>
</tr>
<tr>
<td>NICE</td>
<td>68,796</td>
<td>188.5</td>
<td>5.9</td>
</tr>
</tbody>
</table>

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:
15.1% Share Internal
48.3% Share Overflight

GERMANY

DFS Deutsche Flugsicherung GmbH

ADDRESS: Aeronautical Solutions
Am DFS Campus 10
Langen
D-63225
Germany
TEL: +49 6103 707 2051
FAX: +49 6103 707 1395
EMAIL: worldwide@dfs.de

Chairman and CEO: Dieter Kaden

TOTAL FLIGHTS: 3,077,601
GROWTH ON 2010: 3.3%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRANKFURT MAIN</td>
<td>243,516</td>
<td>667.2</td>
<td>4.9</td>
</tr>
<tr>
<td>MUENCHEN 2</td>
<td>203,542</td>
<td>557.7</td>
<td>5.2</td>
</tr>
<tr>
<td>DUESSELDORF</td>
<td>110,577</td>
<td>303.0</td>
<td>2.9</td>
</tr>
</tbody>
</table>

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:
12.4% Share Internal
36.2% Share Overflight

GREECE

Hellenic Civil Aviation Authority (CAA)

ADDRESS: 70360
16610 Glyfada
Greece
TEL: +210 8916000
FAX: +210 8947101
EMAIL: ypa@hcaa.gr
WEB: www.hcaa.gr

Director General: Ger. Kentogiannis

TOTAL FLIGHTS: 655,655
GROWTH ON 2010: 0.2%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATHINAI E. VENIZELOS</td>
<td>84,742</td>
<td>232.2</td>
<td>-9.7</td>
</tr>
<tr>
<td>NIKOS/KAZANTZAKIS</td>
<td>23,454</td>
<td>64.3</td>
<td>4.8</td>
</tr>
<tr>
<td>THESSALONIKI</td>
<td>23,135</td>
<td>63.4</td>
<td>-3.2</td>
</tr>
</tbody>
</table>

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:
16.4% Share Internal
48.0% Share Overflight
### Hungary

**Hungarocontrol**

**Address:** H-1675 Budapest POB 80 Hungary  
**Tel:** +36 1293 4444  
**Fax:** +36 1293 4343  
**Email:** info@hungarocontrol.hu  
**Web:** www.hungarocontrol.hu

**Chief Executive Officer:** Kornél Szepessy

**Total Flights:** 616,644  
**Growth on 2010:** -0.8%  
**Top A/O Share of Total Departures:** 54.6%

**Top 3 Departure Airports (2011):**

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>FERIHEGY-BUDAPEST</td>
<td>54,847</td>
<td>150.3</td>
<td>4.4</td>
</tr>
<tr>
<td>PER</td>
<td>10,043</td>
<td>2.9</td>
<td>-11.3</td>
</tr>
<tr>
<td>DEBRECEN</td>
<td>5,811</td>
<td>1.6</td>
<td>8.0</td>
</tr>
</tbody>
</table>

**Balance of Overflights vs. National Traffic:**

- Share Internal: 0.1%
- Share Overflight: 81.4%

---

### Ireland

**Irish Aviation Authority**

**Address:** Aviation House Hawkins Street Dublin 2 Ireland  
**Tel:** +353 1 671 8655  
**Fax:** +353 1 679 2934  
**Email:** info@iaa.ie  
**Web:** www.iaa.ie

**Chief Executive Officer:** Eammon Brennan

**Total Flights:** 522,959  
**Growth on 2010:** 1.9%  
**Top A/O Share of Total Departures:** 70.3%

**Top 3 Departure Airports (2011):**

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>DUBLIN</td>
<td>80,233</td>
<td>219.8</td>
<td>0.9</td>
</tr>
<tr>
<td>CORK</td>
<td>11,922</td>
<td>32.7</td>
<td>-5.4</td>
</tr>
<tr>
<td>SHANNON</td>
<td>11,686</td>
<td>32.0</td>
<td>0.2</td>
</tr>
</tbody>
</table>

**Balance of Overflights vs. National Traffic:**

- Share Internal: 1.8%
- Share Overflight: 57.4%

---

### Italy

**ENAV S.p.A.**

**Address:** P.O. Box 50, Via Salaria, 716 00138 Rome Italy  
**Tel:** +39 0681661  
**Fax:** +39 068166293  
**Email:** relazioniesterne@enav.it  
**Web:** www.enav.it

**Chief Executive Officer:** Massimo Garbini

**Total Flights:** 1,725,659  
**Growth on 2010:** 0.8%  
**Top A/O Share of Total Departures:** 38.2%

**Top 3 Departure Airports (2011):**

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROME Fiumicino</td>
<td>164,273</td>
<td>450.1</td>
<td>-0.2</td>
</tr>
<tr>
<td>MILANO MXPENSA</td>
<td>95,777</td>
<td>262.4</td>
<td>-1.4</td>
</tr>
<tr>
<td>MILANO LINATE</td>
<td>59,918</td>
<td>164.2</td>
<td>1.2</td>
</tr>
</tbody>
</table>

**Balance of Overflights vs. National Traffic:**

- Share Internal: 21.4%
- Share Overflight: 29.5%
### LATVIA

**LGS Latvijas Gaisa Satiksme**

**ADDRESS:** Riga International Airport, Latvia, LV-1053  
**TEL:** +371 6 730 0950  
**FAX:** +371 6 730 0970  
**EMAIL:** lgs@lgs.lv  
**WEB:** www.lgs.lv

**Chairman:** David Taurins

<table>
<thead>
<tr>
<th>Top 3 Departure Airports (2011):</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Riga Intl</td>
<td>36,279</td>
<td>99.4</td>
<td>6.4</td>
</tr>
<tr>
<td>Riga/(Spilve)</td>
<td>74</td>
<td>0.2</td>
<td>-80.6</td>
</tr>
<tr>
<td>Liepaja/Intl</td>
<td>19</td>
<td>0.1</td>
<td>-53.7</td>
</tr>
</tbody>
</table>

**TOTAL FLIGHTS:** 235,335  
**GROWTH ON 2010:** 9.8%  
**TOP A/O SHARE OF TOTAL DEPARTURES:** 81.6%

**BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:**  
0.01% Share Internal  
69.1% Share Overflight

### LITHUANIA

**Oro Navigacija**

**ADDRESS:** Letisko 2 Rodūnia way, LT-02188 Vilnius  
**TEL:** +45 8 5219 45 02  
**FAX:** +45 8 5219 22  
**EMAIL:** info@ans.lt  
**WEB:** www.ans.lt

**Director General:** Algimantas Raščius

<table>
<thead>
<tr>
<th>Top 3 Departure Airports (2011):</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vilnius Intl</td>
<td>13,541</td>
<td>37.1</td>
<td>6.9</td>
</tr>
<tr>
<td>Kaunas Intl</td>
<td>4,391</td>
<td>12.0</td>
<td>5.3</td>
</tr>
<tr>
<td>Palanga Intl</td>
<td>1,331</td>
<td>3.7</td>
<td>-6.7</td>
</tr>
</tbody>
</table>

**TOTAL FLIGHTS:** 233,428  
**GROWTH ON 2010:** 13.4%  
**TOP A/O SHARE OF TOTAL DEPARTURES:** 43.7%

**BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:**  
0.5% Share Internal  
83.0% Share Overflight

### MALTA

**Malta Air Traffic Services Ltd.**

**ADDRESS:** P.O. Box 1, Malta International Airport, Malta  
**TEL:** +356 2369 6538  
**FAX:** +356 2369 6538  
**EMAIL:** atsmalta@maltats.com  
**WEB:** www.maltats.com

**Chief Executive Officer:** Carmel Vassallo

<table>
<thead>
<tr>
<th>Top 3 Departure Airports (2011):</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malta Luqa</td>
<td>16,754</td>
<td>45.9</td>
<td>2.1</td>
</tr>
</tbody>
</table>

**TOTAL FLIGHTS:** 80,710  
**GROWTH ON 2010:** -15.0%  
**TOP A/O SHARE OF TOTAL DEPARTURES:** 66.9%

**BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:**  
0.1% Share Internal  
58.7% Share Overflight
MOLDOVA

MoldATSA

ADDRESS: 2026, Dacia 80/4
o. Chisinau
R. Moldova

TEL: +373 22 502805
FAX: +373 22 525907
EMAIL: org@moldatsa.md
WEB: www.moldatsa.md

Director General:
Cornelia Vasiilta-Barbaros

TOTAL FLIGHTS:
60,404

GROWTH ON 2010:
11.0%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>KISHINEV</td>
<td>7,419</td>
<td>20.3</td>
<td>9.4</td>
</tr>
<tr>
<td>MARCULESTI</td>
<td>10</td>
<td>0.0</td>
<td>-41.2</td>
</tr>
<tr>
<td>BALTS</td>
<td>8</td>
<td>0.0</td>
<td>-11.1</td>
</tr>
</tbody>
</table>

TOP A/O SHARE OF TOTAL DEPARTURES
52.8%

GROWTH ON 2010:
11.0%

BALANCE OF OVERFLIGHTS VS.
NATIONAL TRAFFIC
0.2% Share Internal
75.6% Share Overflight

NETHERLANDS

Luchtverkeersleiding Netherland (LVNL)

ADDRESS: Postbus 75200
1117 ZT Schiphol
The Netherlands

TEL: +31 204062000
FAX: +31 206484999
EMAIL: communications@lvnl.nl
WEB: www.lvnl.nl

Chief Executive Officer:
Paul Riemens

TOTAL FLIGHTS:
1,085,197

GROWTH ON 2010:
7.2%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCHIPHOL AMSTERDAM</td>
<td>215,706</td>
<td>591.0</td>
<td>8.7</td>
</tr>
<tr>
<td>ROTTERDAM</td>
<td>12,325</td>
<td>33.8</td>
<td>1.3</td>
</tr>
<tr>
<td>EINDHOVEN</td>
<td>11,847</td>
<td>32.5</td>
<td>13.4</td>
</tr>
</tbody>
</table>

TOP A/O SHARE OF TOTAL DEPARTURES
51.2%

GROWTH ON 2010:
7.2%

BALANCE OF OVERFLIGHTS VS.
NATIONAL TRAFFIC
2.6% Share Internal
51.8% Share Overflight

NORWAY

Avinor AS

ADDRESS: Pb 150
2061 Gardermoen
Norway

TEL: +47 815 30 550
FAX: +47 64 81 20 01
EMAIL: post@avinor.no
WEB: www.avinor.no

Chief Executive Officer:
Dag Falk-Petersen

TOTAL FLIGHTS:
563,437

GROWTH ON 2010:
4.9%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSLO/GARDERMOEN</td>
<td>114,322</td>
<td>313.2</td>
<td>5.2</td>
</tr>
<tr>
<td>BERGEN/PLESLAND</td>
<td>48,102</td>
<td>131.8</td>
<td>7.6</td>
</tr>
<tr>
<td>STAVANGER/SOLA</td>
<td>35,530</td>
<td>97.3</td>
<td>6.7</td>
</tr>
</tbody>
</table>

TOP A/O SHARE OF TOTAL DEPARTURES
65%

GROWTH ON 2010:
4.9%

BALANCE OF OVERFLIGHTS VS.
NATIONAL TRAFFIC
52.5% Share Internal
8.0% Share Overflight

The 2012 Guide to European Air Traffic Management | www.eurocontrol.int
POLAND

Polish Air Navigation Services Agency

ADDRESS: ul. Wieżowa 8
02-147 Warszawa
Poland

TEL: +48 22 574 67 74
FAX: +48 22 574 67 79
EMAIL: rzecznik@pansa.pl
WEB: www.pansa.pl

President: Krzysztof Banaszek

TOTAL FLIGHTS: 654,648
GROWTH ON 2010: 9.4%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>WARSZAWA/OKECIE</td>
<td>70,390</td>
<td>192.9</td>
<td>2.9</td>
</tr>
<tr>
<td>KRAKOW/BALICE</td>
<td>17,074</td>
<td>46.8</td>
<td>-0.1</td>
</tr>
<tr>
<td>GDANSK/LECH WALESIA</td>
<td>15,424</td>
<td>42.3</td>
<td>6.3</td>
</tr>
</tbody>
</table>

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC

6.8% Share Internal
59.4% Share Overflight

PORTUGAL

NavPortugal

ADDRESS: Rua D, Edifício 121
Aeroporto de Lisboa
1700-008 Lisbon
Portugal

TEL: +21 855 3670
FAX: +21 855 3600
EMAIL: info@nav.pt
WEB: www.nav.pt

President Engº: Luís Filipe Ottolini Coimbra

TOTAL FLIGHTS: 572,801
GROWTH ON 2010: 4.8%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>LISBOA</td>
<td>71,549</td>
<td>196.0</td>
<td>0.6</td>
</tr>
<tr>
<td>PORTO</td>
<td>30,545</td>
<td>83.7</td>
<td>8.0</td>
</tr>
<tr>
<td>FARO</td>
<td>21,088</td>
<td>57.8</td>
<td>2.4</td>
</tr>
</tbody>
</table>

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC

7.2% Share Internal
52.0% Share Overflight

ROMANIA

ROMATSA

ADDRESS: 10 Ion Ionescu de la Brad Bd, PO Box 18-90 013813 Bucharest
Romania

TEL: +41 21208 3100
FAX: +40 21230 2442
EMAIL: romatsa.office@romatsa.ro
WEB: www.romatsa.ro

President and Chief Executive Officer: Bogdan Donciu

TOTAL FLIGHTS: 487,367
GROWTH ON 2010: 3.8%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>OTOPENI-INTL.</td>
<td>37,142</td>
<td>101.8</td>
<td>-3.5</td>
</tr>
<tr>
<td>BANEASA-BUCURESTI</td>
<td>11,638</td>
<td>31.9</td>
<td>-11.3</td>
</tr>
<tr>
<td>TIMISOARA/GIARMATA</td>
<td>11,372</td>
<td>31.2</td>
<td>-9.3</td>
</tr>
</tbody>
</table>

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC

4.4% Share Internal
71.6% Share Overflight
SERBIA & MONTENEGRO

SMATSA

ADDRESS: Trg Nikole Pasica 10
11000 Belgrade
Serbia

TEL: +381 11 321 81 23
FAX: +381 11 324 04 56
EMAIL: dirig@smatsa.rs
WEB: www.smatsa.rs

Director General: Nikola Stankov

TOTAL FLIGHTS: 557,832
GROWTH ON 2010: 2.7%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>SURCIN-BEOGRAD</td>
<td>23,952</td>
<td>65.6</td>
<td>3.2</td>
</tr>
<tr>
<td>PRISTINA AIRPORT</td>
<td>6,959</td>
<td>19.1</td>
<td>10.3</td>
</tr>
<tr>
<td>PODGORICA</td>
<td>5,987</td>
<td>16.4</td>
<td>-15.1</td>
</tr>
</tbody>
</table>

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC
1.5% Share Internal
86.2% Share Overflight

SLOVAKIA

ADDRESS: Letisko M. R. Štefánika
823 07 Bratislava 216
Slovenská Republika

TEL: +421 2 4857 1111
FAX: +421 2 4857 2105
EMAIL: info@lps.sk
WEB: www.lps.sk

Chief Executive Officer:
Miroslav Bartos

TOTAL FLIGHTS: 381,833
GROWTH ON 2010: 3.1%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>BRATISLAVA IVANKA</td>
<td>11,032</td>
<td>30.2</td>
<td>-7.9</td>
</tr>
<tr>
<td>KOSICE</td>
<td>3,530</td>
<td>9.7</td>
<td>-5.3</td>
</tr>
<tr>
<td>POPRAD TATRY</td>
<td>998</td>
<td>2.7</td>
<td>-11.2</td>
</tr>
</tbody>
</table>

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC
0.9% Share Internal
92% Share Overflight

SLOVENIA

ADDRESS: Kotnikova 19a, SI-1000
Ljubljana
Slovenia

TEL: +386 1 47 34 850
FAX: +386 1 47 34 860
EMAIL: info@sloveniacontrol.si
WEB: www.sloveniacontrol.si

Chief Executive Officer:
Franc Željko Županič

TOTAL FLIGHTS: 352,789
GROWTH ON 2010: 7.5%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>LJUBLJANA</td>
<td>16,276</td>
<td>44.6</td>
<td>-4.6</td>
</tr>
<tr>
<td>MARIBOR</td>
<td>720</td>
<td>2.0</td>
<td>-26.9</td>
</tr>
<tr>
<td>PORTOROZ</td>
<td>659</td>
<td>1.8</td>
<td>28.0</td>
</tr>
</tbody>
</table>

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC
0.3% Share Internal
90.2% Share Overflight
### Spain

#### AENA

**ADDRESS:** Juan Ignacio Luca de Tena 14  
Madrid 28027  
Spain

**TEL:** +34 91321 3434  
**FAX:** +34 91321 3119  
**EMAIL:** msalamanca@aena.es  
**WEB:** www.aena.es

**Director ANS:** Reinaldo Rodriguez

**TOTAL FLIGHTS:** 1,962,920  
**GROWTH ON 2010:** 4.2%  
**TOP A/O SHARE OF TOTAL DEPARTURES:** 30.7%

#### Top 3 Departure Airports (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Madrid Barajas</td>
<td>214,714</td>
<td>588.3</td>
<td>-1.0</td>
</tr>
<tr>
<td>Barcelona</td>
<td>151,515</td>
<td>415.1</td>
<td>9.1</td>
</tr>
<tr>
<td>Palma de Mallorca</td>
<td>89,889</td>
<td>246.3</td>
<td>3.1</td>
</tr>
</tbody>
</table>

**Growth on 2010:** 4.2%

**Balance of Overflights vs. National Traffic:**
- 21.3% Share Internal
- 23.1% Share Overflight

### Sweden

#### LFV

**ADDRESS:** Vikboplan 11  
601 79 Norrköping  
Sweden

**TEL:** +46 11192 000  
**FAX:** +46 11192 575  
**EMAIL:** lfv@lfv.se  
**WEB:** www.lfv.se

**Director General:** Thomas Allard

**TOTAL FLIGHTS:** 724,355  
**GROWTH ON 2010:** 9.1%  
**TOP A/O SHARE OF TOTAL DEPARTURES:** 33.2%

#### Top 3 Departure Airports (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stockholm-Arlanda</td>
<td>106,482</td>
<td>291.7</td>
<td>11.5</td>
</tr>
<tr>
<td>Goteborg/Landvetter</td>
<td>34,693</td>
<td>95.1</td>
<td>13.6</td>
</tr>
<tr>
<td>Stockholm-Bromma</td>
<td>25,834</td>
<td>70.8</td>
<td>4.7</td>
</tr>
</tbody>
</table>

**Growth on 2010:** 9.1%

**Balance of Overflights vs. National Traffic:**
- 21.4% Share Internal
- 43.2% Share Overflight

### Switzerland

#### Skyguide

**ADDRESS:** Route de Pré-Bois 15-17  
PO. Box 796  
CH-1215 Geneva 15  
Switzerland

**TEL:** +41 22 417 41 11  
**FAX:** +41 22 417 45 47  
**EMAIL:** info@skyguide.ch  
**WEB:** www.skyguide.ch

**Chief Executive Officer:** Daniel Weder

**TOTAL FLIGHTS:** 1,062,563  
**GROWTH ON 2010:** 3.6%  
**TOP A/O SHARE OF TOTAL DEPARTURES:** 40.9%

#### Top 3 Departure Airports (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zurich</td>
<td>134,277</td>
<td>367.9</td>
<td>4.6</td>
</tr>
<tr>
<td>Geneve</td>
<td>88,031</td>
<td>241.2</td>
<td>7.0</td>
</tr>
<tr>
<td>Bern</td>
<td>7,850</td>
<td>21.5</td>
<td>3.0</td>
</tr>
</tbody>
</table>

**Balance of Overflights vs. National Traffic:**
- 2.1% Share Internal
- 54.9% Share Overflight
TURKEY

DHMI

ADDRESS: Konya Yolu Üzeri
No: 66 Etiller 06330
Ankara
Turkey

TEL: +90312 204 20 00
FAX: +90312 212 39 17
EMAIL: dhmi@dhmi.gov.tr
WEB: www.dhmi.gov.tr

Director General: Ordan Birdal

TOTAL FLIGHTS: 1,038,658
GROWTH ON 2010: 7.6%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISTANBUL-ATATURK</td>
<td>156,704</td>
<td>429.3</td>
<td>12.7</td>
</tr>
<tr>
<td>ANTALYA</td>
<td>80,162</td>
<td>219.6</td>
<td>10.5</td>
</tr>
<tr>
<td>ISTANBUL/SABIHA</td>
<td>57,823</td>
<td>158.4</td>
<td>11.9</td>
</tr>
</tbody>
</table>

TOTAL FLIGHTS: 1,038,658
GROWTH ON 2010: 7.6%

TOP A/O SHARE OF TOTAL DEPARTURES: 59.9%

GROWTH ON 2010:

UK & NORTHERN IRELAND

NATS

ADDRESS: 4000 Parkway
Whiteley, Fareham
Hants PO15 7FL
United Kingdom

TEL: +44 1489 616 001
FAX: +44 1489 615 734
EMAIL: press.office@nats.co.uk
WEB: www.nats.co.uk

Chief Executive Officer: Richard Deakin

TOTAL FLIGHTS: 2,272,057
GROWTH ON 2010: 2.5%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>LONDON/HEATHROW</td>
<td>240,509</td>
<td>658.9</td>
<td>5.6</td>
</tr>
<tr>
<td>LONDON/GATWICK</td>
<td>125,713</td>
<td>344.4</td>
<td>4.3</td>
</tr>
<tr>
<td>MANCHESTER</td>
<td>83,386</td>
<td>228.5</td>
<td>5.5</td>
</tr>
</tbody>
</table>

TOTAL FLIGHTS: 2,272,057
GROWTH ON 2010: 2.5%

TOP A/O SHARE OF TOTAL DEPARTURES: 31.4%

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:
23.3% Share Internal
11.4% Share Overflight

UKRAINE

UKATSE

ADDRESS: Airport, Boryspil
Kyiv Region
Ukraine, 08307

TEL: +38 044 235 21 10
FAX: +38 044 281 84 84
EMAIL: postmaster@uksatse.org.ua
WEB: www.uksatse.ua

Director General: Yuriy Cherednichenko

TOTAL FLIGHTS: 453,077
GROWTH ON 2010: 5.5%

TOP 3 DEPARTURE AIRPORTS (2011):

<table>
<thead>
<tr>
<th>Departure Airport</th>
<th>Total Flights</th>
<th>Flights/Day</th>
<th>Growth on 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>KIEV - BORISPOL</td>
<td>53,682</td>
<td>147.1</td>
<td>9.9</td>
</tr>
<tr>
<td>DONETSK</td>
<td>7,972</td>
<td>21.8</td>
<td>15.2</td>
</tr>
<tr>
<td>ODESSA</td>
<td>7,355</td>
<td>20.2</td>
<td>7.3</td>
</tr>
</tbody>
</table>

TOTAL FLIGHTS: 453,077
GROWTH ON 2010: 5.5%

TOP A/O SHARE OF TOTAL DEPARTURES: 46.2%

BALANCE OF OVERFLIGHTS VS. NATIONAL TRAFFIC:
7.4% Share Internal
62.7% Share Overflight
The challenges of the global air traffic community are great and immediate. That is why Boeing is working together with air traffic agencies and industry partners around the world to develop innovative solutions that enhance the safety and efficiency of our air traffic systems. Transforming the way the world moves is more than a vision at Boeing, it’s a commitment.