

Extract from forthcoming ACE 2008 Benchmarking Report

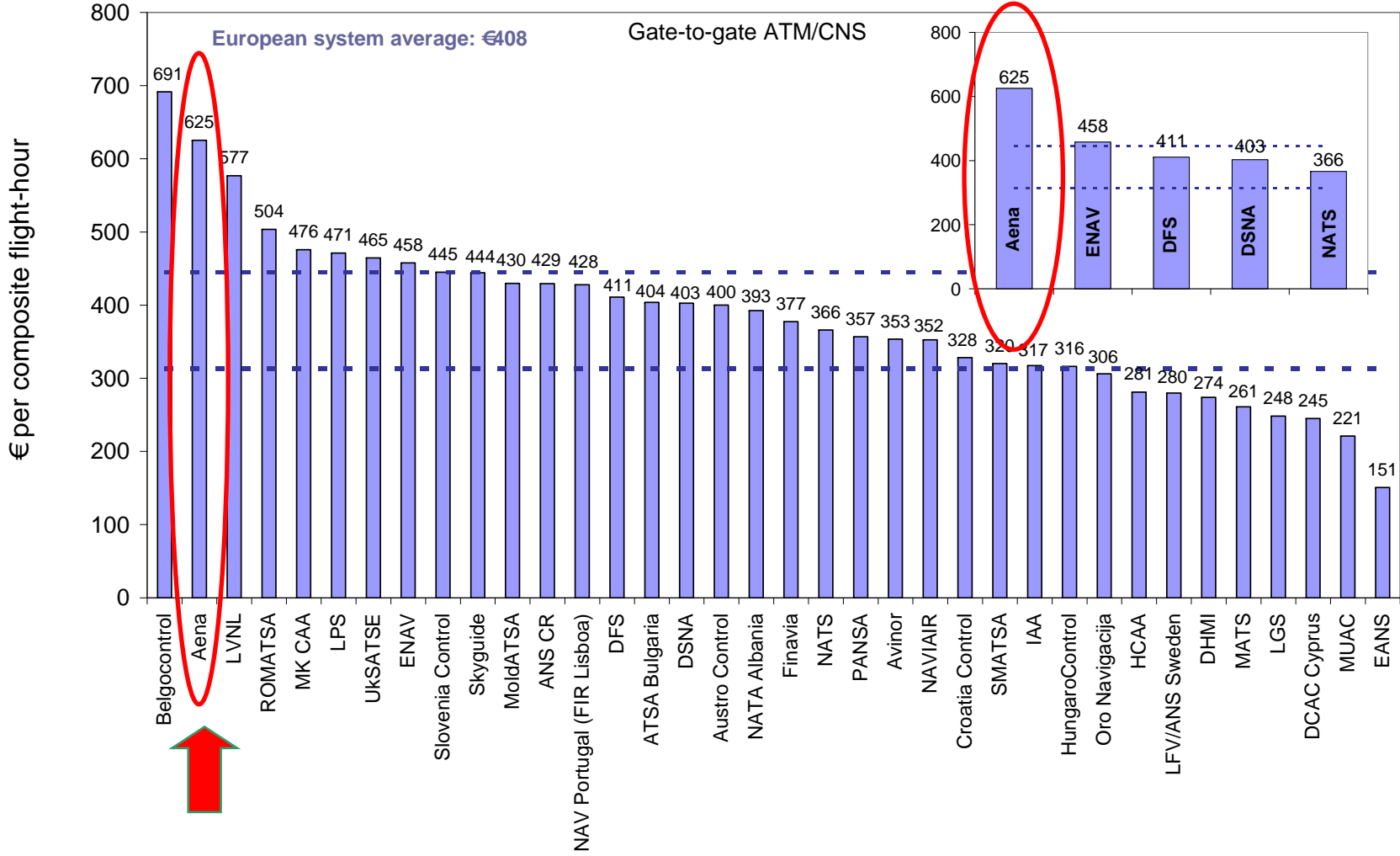
Focus on Aena cost-effectiveness and productivity
2008 performance

Data is still preliminary and need to be validated by PRU/AENA

22 January 2010

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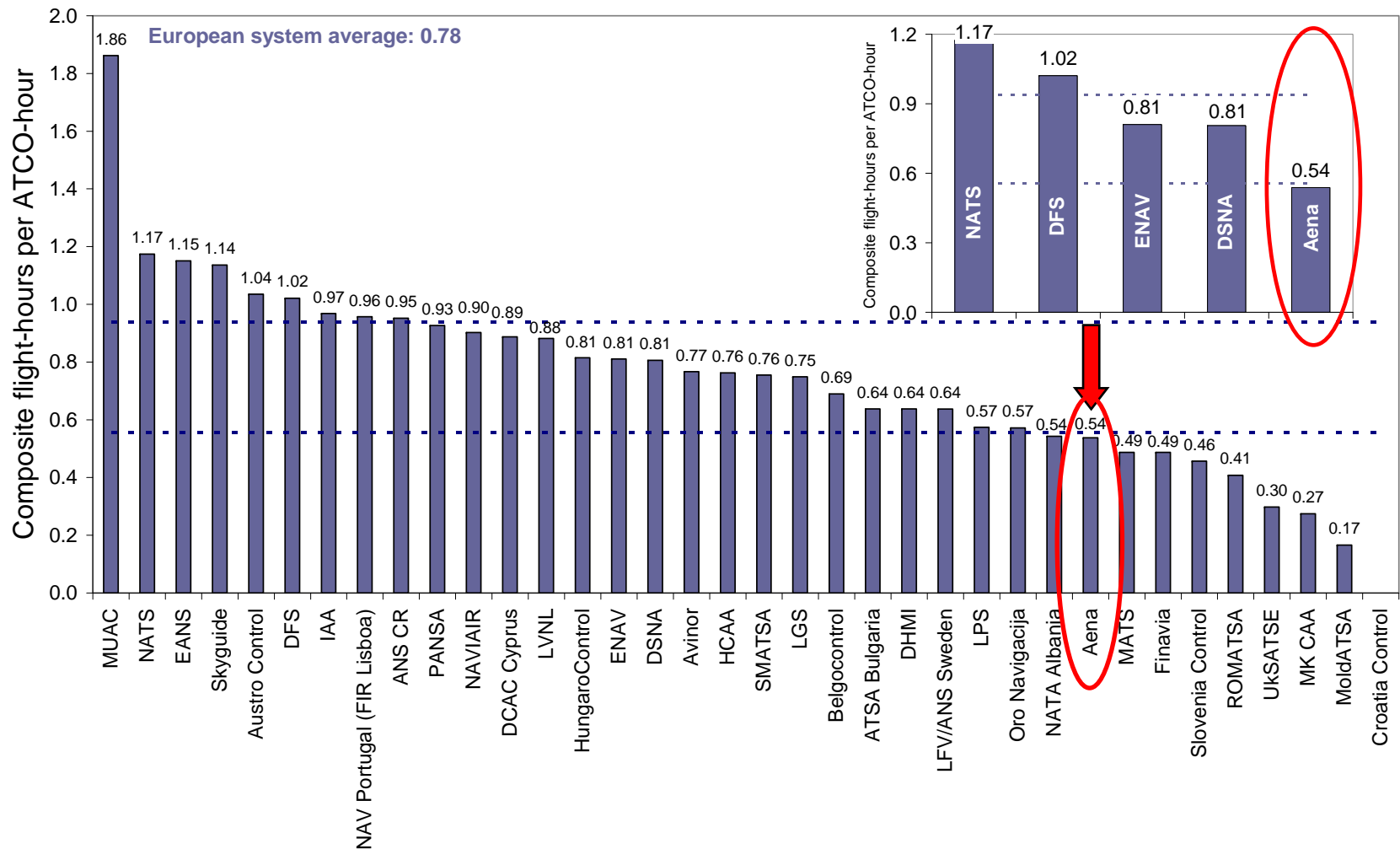
Financial cost-effectiveness at ANSP level (2008 preliminary data)



Aena financial cost-effectiveness KPI = €625 per composite flight-hour

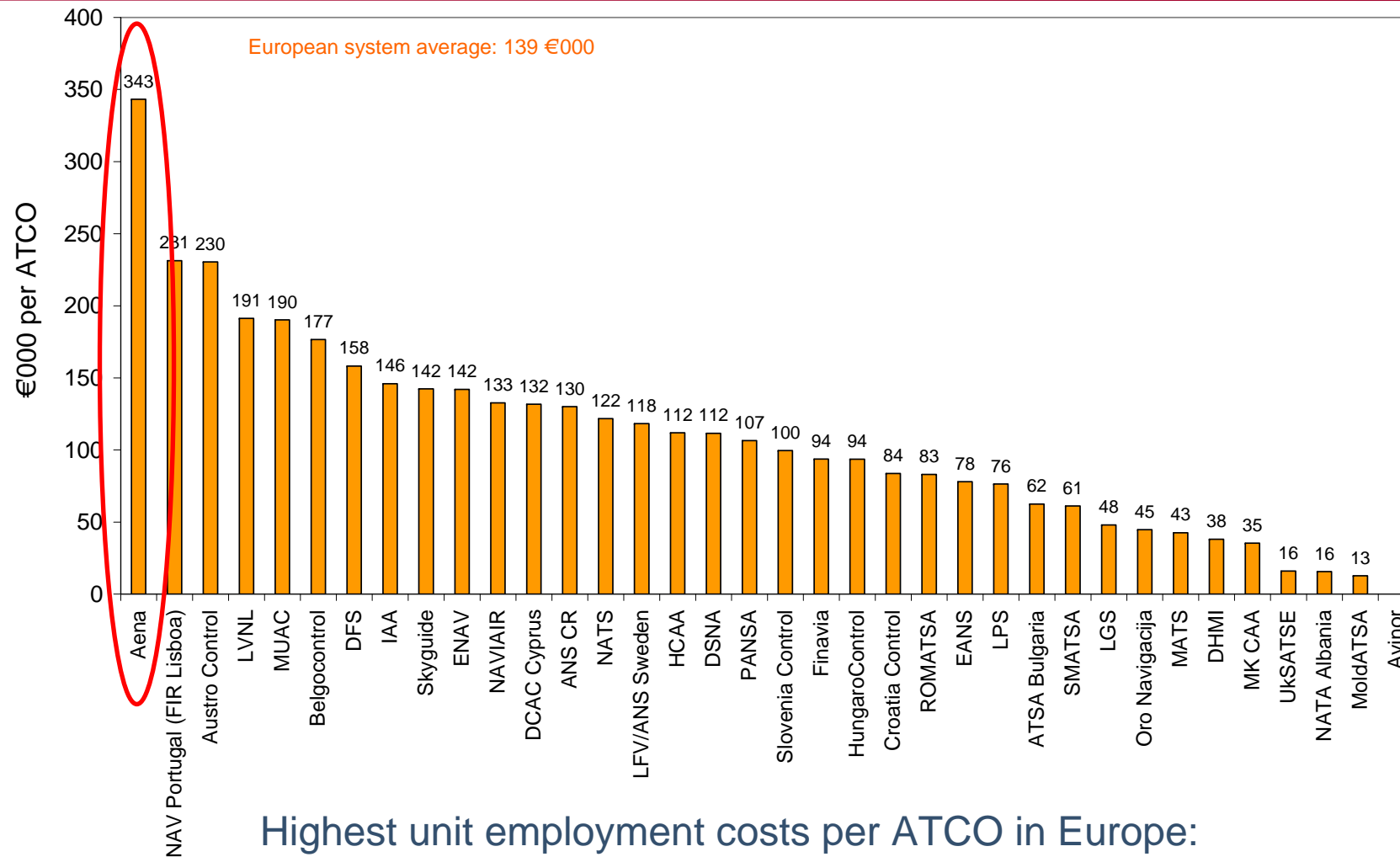
➔ +50% compared to the European average (€408), significantly above the other 4 largest ANSPs

ATCO-hour productivity for Aena (2008 preliminary data)



ATCO-hour productivity is lower than European average (0.78) and lower than the level achieved by the other 4 largest ANSPs

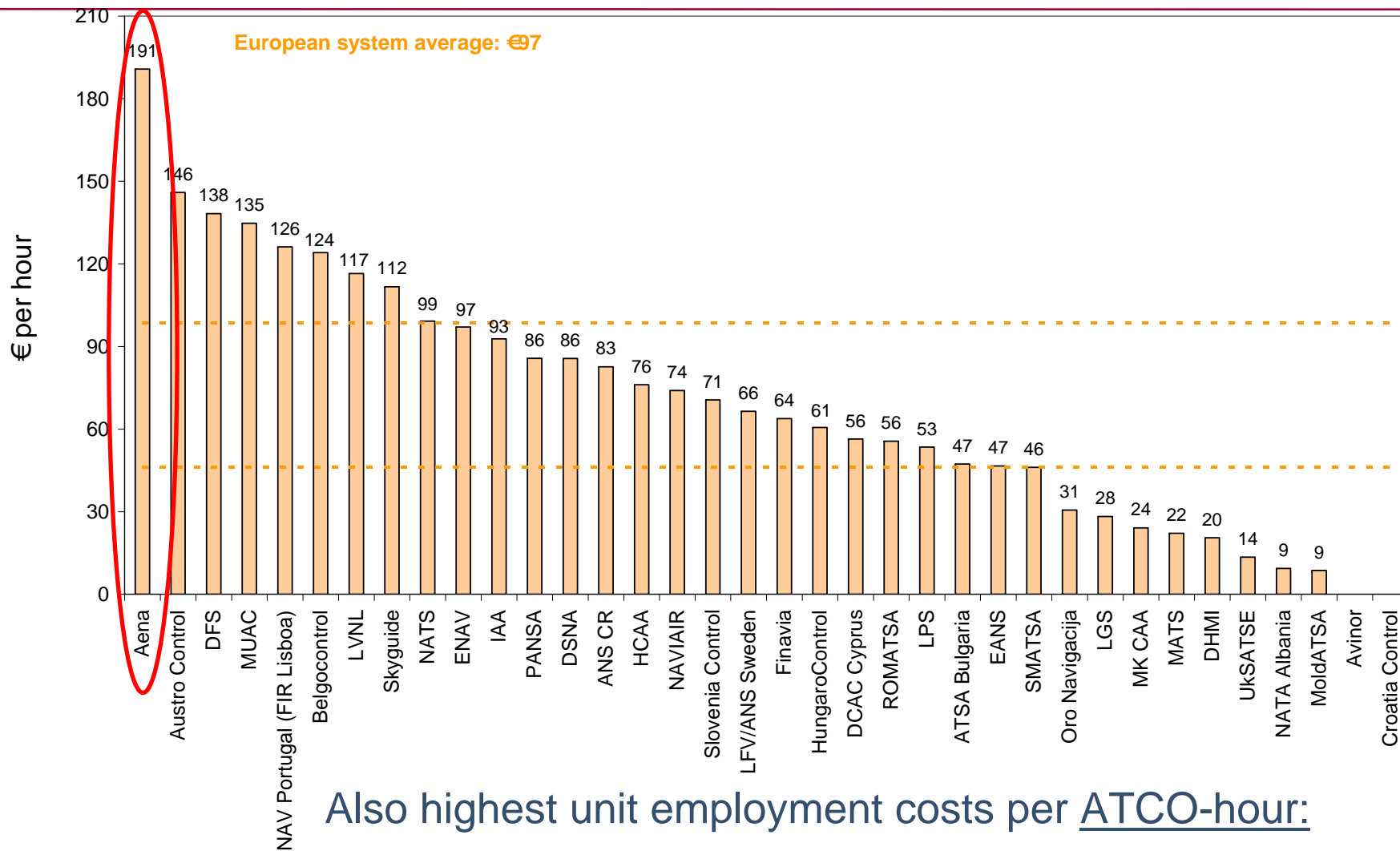
Average annual employment costs per ATCO (2008 preliminary data)



Highest unit employment costs per ATCO in Europe:

- +48% compared to NAV Portugal (2nd highest);
- more than twice the European average (139 €000).

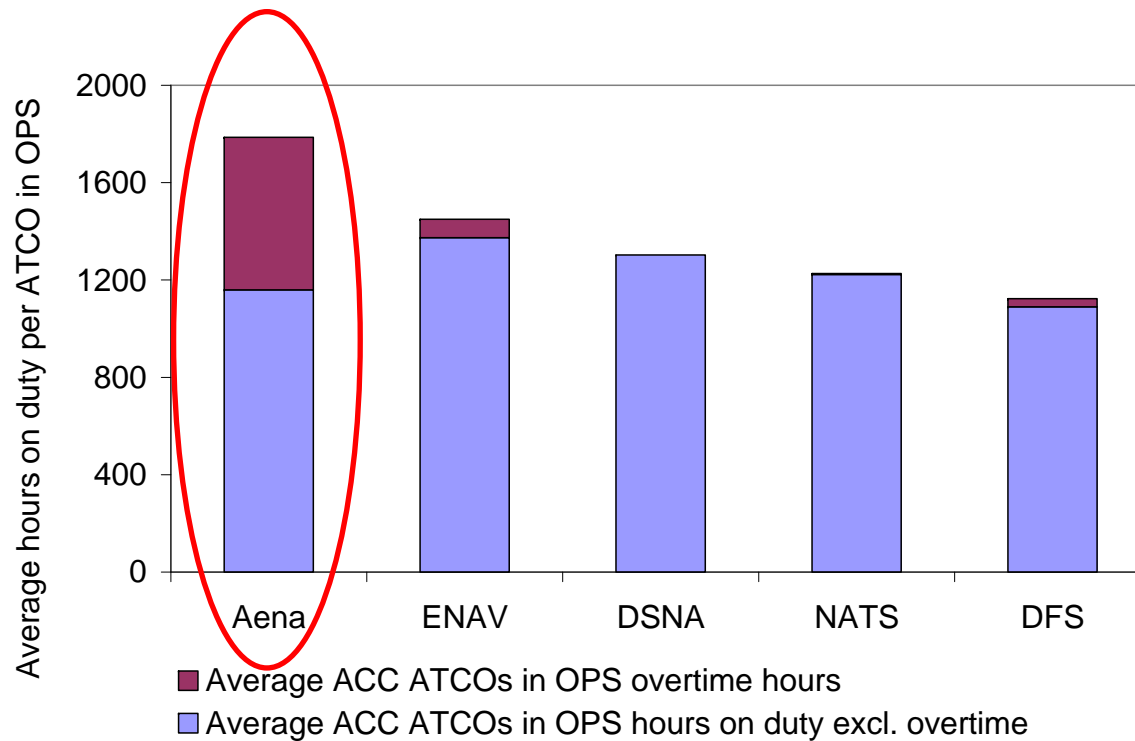
Average annual employment costs per ATCO-hour (2008 preliminary data)



Also highest unit employment costs per ATCO-hour:

- +30% compared to Austro Control (2nd highest);
- twice the European average (€97).

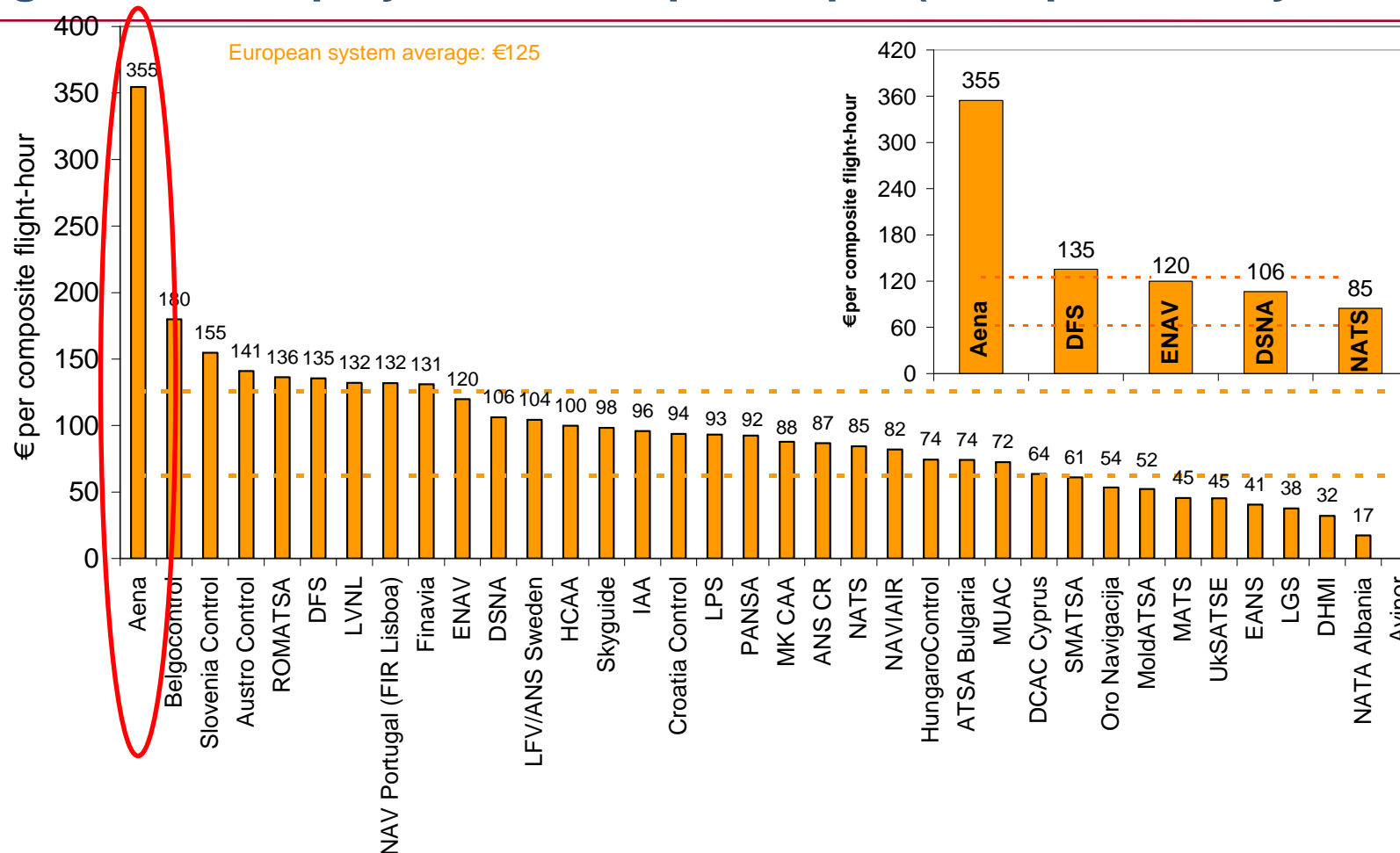
Average annual hours on duty per ATCO (2008 preliminary data)



For Aena, around one third of total ATCO-hours on duty are accomplished as overtime

→ one of the main reason behind high ATCO employment costs !

Average annual employment costs per output (2008 preliminary data)



Lower ATCO productivity (see slide 3) combined with higher employment costs (see slide 5) results in the highest ATCO employment costs per unit output:

- Twice higher than Belgocontrol (2nd highest);
- More than twice the European average (€125).