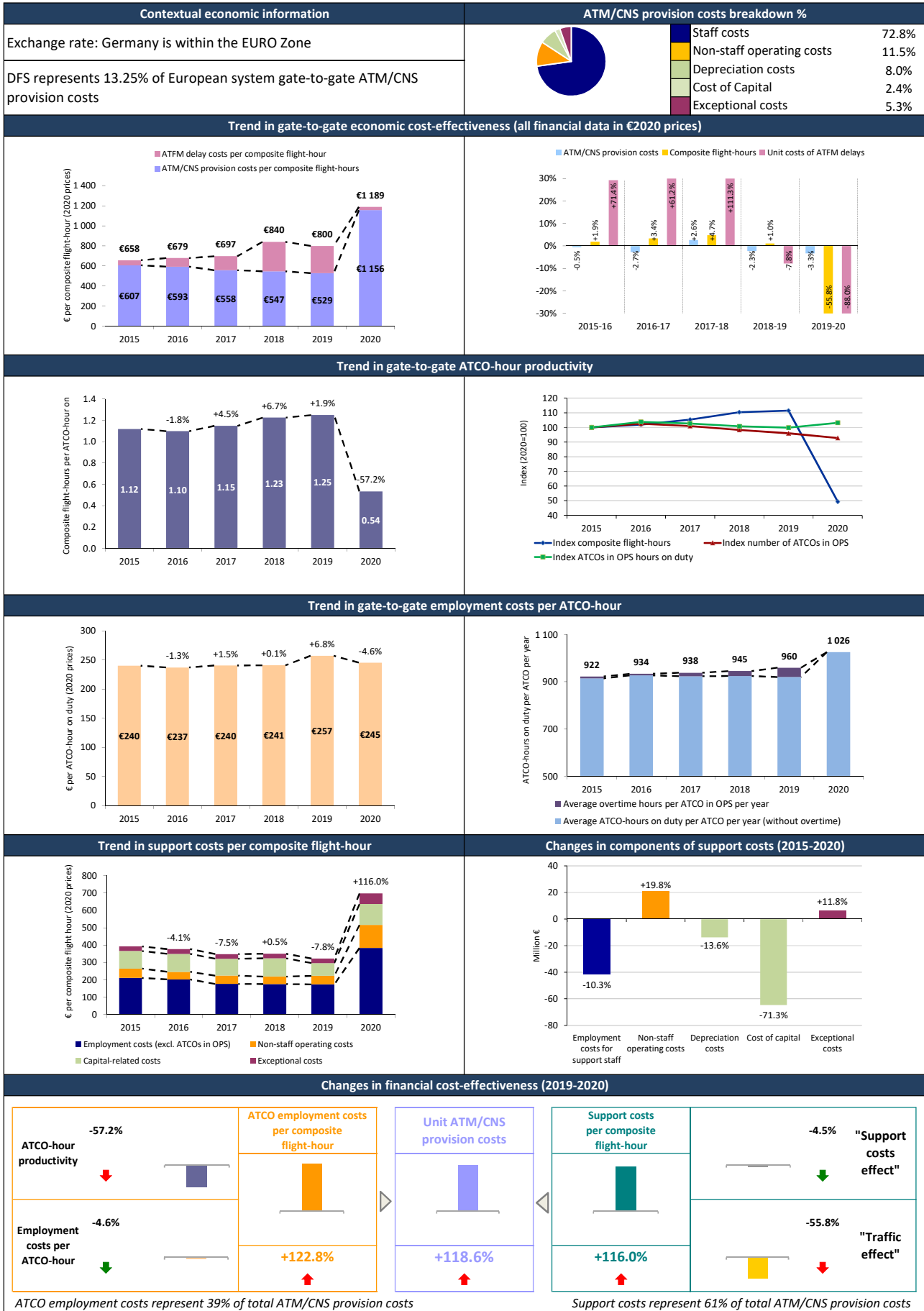


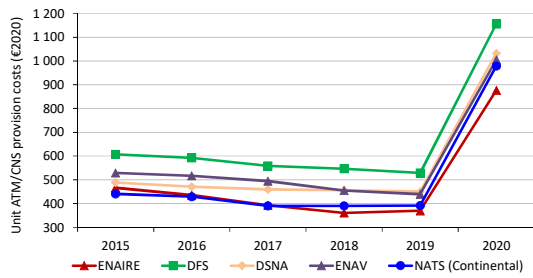
<p><u>Institutional arrangements and links (2022)</u></p> <pre> graph TD FM[Federal Ministry for Digital and Transport] --> JMSG[Joint Ministerial Steering Group] FM --> NSA[Federal Supervisory Authority for Air Navigation Services -> NSA] JMSG --> NSA JMSG --> DFS[DFS] MoD[Federal Ministry of Defence MoD] --> NSA MoD --> DFS NSA --> DFS </pre>	<p><u>Status (2022)</u></p> <ul style="list-style-type: none"> - Limited liability company as of 1993, governed by Private Company Law - 100% State-owned - Integrated civil/military ANSP <p><u>National Supervisory Authority (NSA):</u> Federal Supervisory Authority for Air Navigation Services</p> <p><u>Body responsible for:</u></p> <p><u>Safety Regulation</u> Federal Supervisory Authority for Air Navigation Services (NSA)</p> <p><u>Airspace Regulation</u> Federal Ministry for Digital and Transport</p> <p><u>Economic Regulation</u> Federal Supervisory Authority for Air Navigation Services (NSA)</p>																						
<p><u>Corporate governance structure (2022)</u></p> <p>SHAREHOLDER Meeting with Ministry for Digital and Transport</p> <p>SUPERVISORY BOARD (12 Members) Chairperson + 11 Members Chairperson is elected by the Supervisory Board. Members represent: 3 Ministry for Digital and Transport, 2 MoD, 1 MoF, 6 staff representatives. Chairperson has a double voting right.</p> <p>EXECUTIVE BOARD (4 members) CEO + 3 members Executive Board is appointed by the Supervisory Board.</p>	<p><u>DFS (2022)</u></p> <p><u>CHAIRPERSON OF THE SUPERVISORY BOARD:</u> Antje Geese</p> <p><u>CHAIRPERSON OF THE EXECUTIVE BOARD:</u> Arndt Schoenemann</p>																						
<p><u>Scope of services (2020)</u></p> <table border="1"> <tr> <td><input checked="" type="checkbox"/> GAT</td> <td><input checked="" type="checkbox"/> Upper Airspace</td> <td><input type="checkbox"/> Oceanic ANS</td> </tr> <tr> <td><input checked="" type="checkbox"/> OAT</td> <td><input checked="" type="checkbox"/> Lower Airspace</td> <td><input type="checkbox"/> MET</td> </tr> </table> <ul style="list-style-type: none"> - DFS controls both upper and lower airspace, except GAT for the upper airspace in North-Western Germany - Other ANS - Consulting, training, engineering & maintenance services 	<input checked="" type="checkbox"/> GAT	<input checked="" type="checkbox"/> Upper Airspace	<input type="checkbox"/> Oceanic ANS	<input checked="" type="checkbox"/> OAT	<input checked="" type="checkbox"/> Lower Airspace	<input type="checkbox"/> MET	<p><u>Operational ATS units (2020)</u></p> <p>1 UAC (Karlsruhe) 3 ACCs/APPs (Bremen, Langen, München) 16 TWRs</p>																
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<p><u>Key financial and operational figures (ACE 2020)</u></p> <table border="1"> <tr> <td>Gate-to-gate total revenues (M€)</td> <td>565</td> </tr> <tr> <td>Gate-to-gate total costs (M€)</td> <td>1 088</td> </tr> <tr> <td>Gate-to-gate ATM/CNS provision costs (M€)</td> <td>1 088</td> </tr> <tr> <td>Gate-to-gate total ATM/CNS assets(M€)</td> <td>598</td> </tr> <tr> <td>Gate-to-gate ANS total capex (M€)</td> <td>71</td> </tr> <tr> <td>ATCOs in OPS (FTEs)</td> <td>1 713</td> </tr> <tr> <td>Gate-to-gate total staff (incl. MET staff*)</td> <td>5 226</td> </tr> <tr> <td>Total IFR flight-hours controlled by ANSP ('000)</td> <td>701</td> </tr> <tr> <td>IFR airport movements controlled by ANSP ('000)</td> <td>881</td> </tr> <tr> <td>En-route sectors open at maximum configuration</td> <td>76</td> </tr> <tr> <td>Minutes of ATFM delays (post-OPS adjusted, '000)</td> <td>287</td> </tr> </table> <p>* if applicable</p>	Gate-to-gate total revenues (M€)	565	Gate-to-gate total costs (M€)	1 088	Gate-to-gate ATM/CNS provision costs (M€)	1 088	Gate-to-gate total ATM/CNS assets(M€)	598	Gate-to-gate ANS total capex (M€)	71	ATCOs in OPS (FTEs)	1 713	Gate-to-gate total staff (incl. MET staff*)	5 226	Total IFR flight-hours controlled by ANSP ('000)	701	IFR airport movements controlled by ANSP ('000)	881	En-route sectors open at maximum configuration	76	Minutes of ATFM delays (post-OPS adjusted, '000)	287	<p><u>Size (2020)</u></p> <p>Size of controlled airspace: 390 000 km²</p>
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DFS (Germany) – Cost-effectiveness KPIs (€2020)

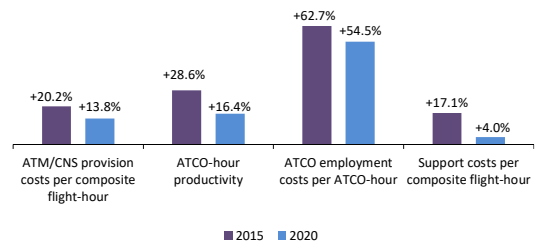


DFS (Germany) – Cost-effectiveness KPIs (€2020)

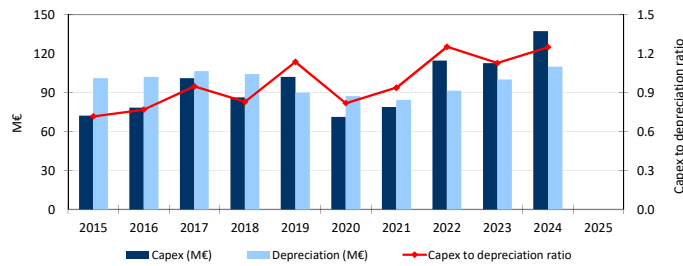
Changes in unit gate-to-gate ATM/CNS provision costs within comparator group



Deviation from groups' weighted average



Capital expenditures and depreciation costs



Information on major capex projects and ATM systems upgrades/replacements

ATM	COM	NAV	SUR	Building	Other	Years	FDPS	RDPS	HMI	VCS
							C: 2017 (Karl.) 2004 (Bremen) 1999 (Langen) 1999 (München)*	C: 2017 (Karl.) 2004 (Bremen) 1999 (Langen) 1999 (München)*	C: 2017 (Karl.) 2008 (Bremen) 2013 (Langen) 2011 (München)*	C: 2009 (Karl.) 2009 (Bremen) 2013 (Langen) 2016 (München)*
€698.8M (2004-2029)	€122.1M (2007-2022)	€102.9M (1999-2026)	€253.0M (2006-2034)	€127.1M (2008-2022)	€243.9M (2011-2028)	2015	Langen, Karlsruhe	Langen	Langen, Karlsruhe, München	Langen
						2016	München	München		München
						2017	Karlsruhe	Karlsruhe	Karlsruhe	Bremen
						2018			Langen	
						2019				
						2020				Karlsruhe
						2021				
						2022	München	München	München	Bremen, Karlsruhe
						2023				
						2024	Bremen	Bremen	Bremen	
2025				Langen, Karlsruhe						

* C = Commissioning Upgrade Replacement

Focus on the top five capex projects

Project number	Name of the project	Domain	Capex spent between start and end dates (€M)	Start date	End date
1	Programme iCAS	ATM	401.5	2006	2028
2	MaRS - Modernisation and Replacement of Surveillance Infrastructure	SUR	231.1	2012	2034
3	Drone Detection System	OTHER	193.7	2019	2028
4	ZAAS Program	ATM	91.3	2017	2029
5	iCAS product management (ITEC Centre Automation System)	ATM	78.3	2013	2027