NATS Overview
NATS is a service provider of innovative air traffic services and solutions to the global aviation industry.

NATS is the UK’s leading air traffic management provider, maintaining the orderly, efficient and, above all, safe passage of aircraft through UK airspace and beyond.

NATS handled nearly 2.1m flights in FY 2012/13 (87% of flights to/from UK 13% overflights)

NATS also provides services worldwide 24 hours a day, 365 days a year.
Introducing NATS

NATS structure

- Government (49%)
- Airline Group (42%)
- Heathrow Airport Holdings Ltd (4%)
- Employees (5%)

- NATS
  - Revenue: FY12/13: £900m
  - Employees: c.4560

- Economic Regulation
- European Commission
- CAA

- NERL
  - NATS (En Route) plc

- NSL
  - NATS (Services) LTD
NATS Services is organised with specialists in five service lines that work together to provide unique products and services:
A global business

USA
- Support to commission FAA en route infrastructure
- Transatlantic networking of SWIM enabling technologies
- Support for the FAA’s Data Communications Integrated Services project

Middle East
- Airspace redesign and airport performance

India
- Capacity enhancement study

Hong Kong
- Airspace redesign and ATC training services

Singapore
- Terminal airspace design and ATC system surveillance performance

Japan
- Airport capacity study
- Olympic airspace management

Europe
- ferroNATS to provide ATS at 10 airfields
- iTEC partnership with DFS, AENA, LVNL, Indra
- SESAR

NATS Services (NSL)

11/09/2014
Each UK airport chooses who supplies its ATC services. NATS Services has secured commercial contracts to provide air traffic services at 15 major UK airports, Gibraltar and through ferroNATS, a joint venture with Ferroser for 9 airports in Spain.
NATS Services (NSL)

Air traffic movements for top airports

NATS Services provides ATC at the World’s busiest single and dual runway for ATMs.

It also provides airport ATC at six of the busiest 15 single runway civil airports in the world for ATMs.
World record for NATS controllers at Gatwick Airport

Posted 3 September 2014 ·

Air traffic controllers at Gatwick Airport handled a total of 906 movements on 29 August, breaking their own world record for air traffic movements in a day from a single runway.

The record was broken at the end of the busy summer season and the last weekend of the school holidays, with 906 movements equating to a take off or landing every 63 seconds.

NATS is the only air traffic services operator in the world to have ever achieved more than 900 aircraft movements in a single day from one runway – a feat it achieved four times in August. It set the previous record of 895 in 2008 and has consistently set the benchmark for the number of movements from a single runway.

Over the past two years, NATS has worked to increase Gatwick’s declared capacity to deliver seven hours of 55 scheduled movements per day, although even more are not uncommon at peak times.

Steve Anderson, NATS General Manager at Gatwick, said: “To achieve over 900 runway movements means everything has to be working in perfect sync – from optimising the order of arriving and departing flights through to fine tuning the arrival spacing. It’s something we have worked incredibly hard at over many years and the team can be rightfully proud of the service we provide.”

The NATS team in the tower are supported by their controller colleagues based at Swanwick Control Centre. Steve added: “They play an absolutely integral role, and achieving 900 movements wouldn’t be possible without a NATS wide team effort.”
The UK airspace is divided into two Flight Information Regions (FIRs)

Our operations are consolidated at just 2 main locations (previously 4 centres)

Prestwick centre also provides air traffic services across the North Atlantic
NATS En-route (NERL) Airspace

…and our airspace

Europe’s Flight Information Regions

London & Scottish FIRs:
1m km² – 11% of Europe’s airspace and 25% of traffic

Shanwick
2.2m km² – 80% of North Atlantic traffic
How did we get here?
1962
NATS established

1972
Becomes part of the CAA

1996
NATS is reorganised into a company and becomes a wholly-owned subsidiary of the CAA, putting it at arm’s length distance from its regulator

Public-private partnership for NATS is proposed

1996
Transport act enshrines the PPP

2000
Ten year £1 billion investment programme launched

2003
Sale of Heathrow Tower

2008
NATS manages peaks in traffic throughout the London Olympic Games

2010
Completion of the two-centre strategy with control centres in Swanwick and Prestwick

2011
NATS wins Spanish towers contract

2012
NATS manages peaks in traffic throughout the London Olympic Games

2003
Financial restructuring of NATS, necessitated by aviation industry downturn after September 11 2001, is completed, with further investment from government and BAA plc of £65m each. BAA takes 4% shareholding, reducing AG’s shareholding to 42%. £600m bond issue successfully completed

2000
Airline group chosen as preferred partner; AG buys 46% of shares, 5% devised to staff

2008
Sale of Heathrow Tower

2003
Ten year £1 billion investment programme launched
London 2012 Olympic Games

- For the London Olympic Games NATS had to plan and prepare for:
- Half a million overseas spectators arriving into the UK;
- Flights carrying 70,000 overseas ‘Games Family’ members;
- Flights carrying 150 Heads of State;
- 700 extra commercial flights into London’s main airports;
- 10,000 business jet movements
London 2012 Olympic Games

› While managing all that NATS also had to serve its customers and the flying public and:

› Maintain and maximise capacity of London’s core Terminal Manoeuvring Area Airports who would be operating at maximum capacity at times;

› Create extra capacity to satisfy demands on Instrument Flight Rules (IFR) airspace to continue to meet core demands without significant disruption;

› Manage a significant expected increase in IFR movements to London’s second and third tier airports;

› Satisfy national security requirements in terms of various threats.
London 2012 Olympic Games

After years of preparation, NATS delivered a gold-medal level performance. Despite traffic peaks, there were only 593 minutes of delay attributable to NATS throughout the whole Olympics. This compares to last year’s figure for the same period of more than 13,000 minutes of delay – a 95% reduction.

With no risk bearing losses of separation attributed to the Olympics and just two infringements of NATS temporary Controlled Airspace by general aviation aircraft.

This was made possible through our close working relationships with the MOD, CAA, General Aviation Community, Airlines and Airport Operators.
Inside NATS
Financial Summary

NATS had an annual turnover of £899m
FY 2012/13

NATS made an annual profit of £191m
FY 2012/13
## Six years of performance

### Financial Year Ended 31 March

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Flights Handled</td>
<td>2,480,004</td>
<td>2,371,624</td>
<td>2,172,025</td>
<td>2,116,000</td>
<td>2,167,000</td>
<td>2,126,000</td>
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<tr>
<td>Average Delay in Seconds (Attributable to NATS)</td>
<td>26.8</td>
<td>19.3</td>
<td>4.3</td>
<td>4.3</td>
<td>7.3</td>
<td><strong>1.4</strong></td>
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<td>Safety (Airprox)¹</td>
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<td>Where NATS is providing the service</td>
<td>57</td>
<td>50</td>
<td>39</td>
<td>34</td>
<td>31</td>
<td>37</td>
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<tr>
<td>NATS attributable</td>
<td>18</td>
<td>17</td>
<td>6</td>
<td>6</td>
<td>5</td>
<td>11</td>
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<td>Risk-bearing (A or B)</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>NATS Group Profit/(Loss) before Tax (£m)</strong></td>
<td></td>
<td></td>
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<tr>
<td>As stated under UKGAAP</td>
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<tr>
<td>As stated under IFRS</td>
<td>66.7</td>
<td>135.5¹</td>
<td>78.3</td>
<td>106.1</td>
<td>194.5</td>
<td>190.7</td>
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<td><strong>NATS Group Net Debt (£m)</strong></td>
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<td></td>
<td></td>
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<tr>
<td>As stated under UKGAAP</td>
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<tr>
<td>As stated under IFRS (NB)</td>
<td>538.1</td>
<td>480.3</td>
<td>519.7</td>
<td>528</td>
<td>509.1</td>
<td>457.1</td>
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<td><strong>Enabled fuel savings (tonnes, cumulative)</strong></td>
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<td></td>
<td>25,290</td>
<td>79,830</td>
<td>150,220</td>
<td>249,710</td>
<td>256,636</td>
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<td><strong>Headcount (average)</strong></td>
<td>5,158</td>
<td>5,048</td>
<td>4,920</td>
<td>4,652</td>
<td>4,533</td>
<td>4,560</td>
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¹ - With such small numbers being reported we are focusing on further analysis of common causal factors for increases and the identification of associated lead indicators to ensure it is reversed.
Our people

NATS currently has approximately **4550** employees:

- **1900** Air Traffic Controllers
- **750** Air Traffic Service Assistants
- **1000** Engineers
- **900** Business Support Professionals
NATS Executive

Chief Executive Officer
Richard Deakin

General Counsel & Company Secretary
Richard Churchill-Coleman

Finance Director
Nigel Fotherby

Safety Director
David Harrison

Human Resources Director
Gerry Skelton

Communications Director
Simon Warr

Managing Director Operations
Martin Rolfe

Managing Director Services
Catherine Mason
Operations Leadership Team

Managing Director Operations
Martin Rolfe

Operations Strategy Director
Simon Hocquard

Operations Director (Swanwick)
Juliet Kennedy

Operations Director (Prestwick)
Alastair Muir

Operations Safety Director
Richard Schofield

Programmes Director
Garry Jackson

Engineering Director
David Hawken

International Affairs Director
Jonathan Astill

Supply Chain Director
Tim Bullock

Chief Information Officer
Gavin Walker

Human Resources
Bob Bowden

Communications Director
Simon Warr
## Services Leadership Team

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Strategy Director</td>
<td>Jonathan Astill</td>
</tr>
<tr>
<td>Finance Director, Services</td>
<td>Guy Adams</td>
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<tr>
<td>Engineering Director</td>
<td>Iain Harris</td>
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<tr>
<td>Business Development Director</td>
<td>Andy Head</td>
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<tr>
<td>Head of Consultancy</td>
<td>Fergus Cusden</td>
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<tr>
<td>General Manager Customer Affairs</td>
<td>Andy Shand</td>
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<tr>
<td>Business Admin Manager</td>
<td>Vicky Overend</td>
</tr>
<tr>
<td>Operations Director (Airports)</td>
<td>Mike Stoller</td>
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<tr>
<td>Safety Director, Services</td>
<td>Steve Williamson</td>
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<tr>
<td>Communications Director</td>
<td>Simon Warr</td>
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<tr>
<td>Head of Information</td>
<td>Andy Sage</td>
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<tr>
<td>Head of Defence</td>
<td>Ewan Kelbie</td>
</tr>
<tr>
<td>Head of Business Partners &amp; Consultants</td>
<td>Bob Bowden</td>
</tr>
<tr>
<td>Chief Information Officer</td>
<td>Gavin Walker</td>
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<tr>
<td>Operations Director, Strategy</td>
<td>Simon Hocquard</td>
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<tr>
<td>Supply Chain Director</td>
<td>Tim Bullock</td>
</tr>
<tr>
<td>Assistant General Counsel</td>
<td>Darren Riley</td>
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Visit www.nats.aero for more information