

Highlights

Financial highlights

Financial year ended 31 March (£m unless otherwise specified)	2018	2017	Change %
Revenue	913.1	919.3	-0.7
Profit before tax and goodwill impairment	132.8	136.5	-2.7
Profit before tax	132.8	125.5	+5.8
Capital expenditure	185.6	156.4	+18.7
Net debt ^a	71.5	132.7	-46.1
Gearing ^b (%)	27.5%	35.9%	-23.4
Dividends	57.0	24.0	+137.5

a Excludes derivative financial instruments

b Ratio of the net debt to regulatory assets of the economically regulated business (NERL)

Deliver a safe, efficient and reliable service every day

- > We handled 2.52 million flights (2017: 2.45 million), 2.7% more than last year, and maintained our safety record with no risk-bearing Airprox² attributable to NATS (2017: nil).
- > En route delay per flight improved to 7.2 seconds (2017: 10.9 seconds). Also, we made technical changes to our operations which enable additional annual savings for airlines of 228,073 tonnes of CO₂ emissions (2017: 59,768t), based on projections of the volume of flights likely to take advantage of these changes.
- > We are consulting with customers on a safety and service-led initial business plan for reference period 3 (RP3: 2020 - 2024).

Deliver SESAR and transform the business for the future

- > We consulted customers and the CAA on our capital investment plan, which accelerates the deployment of new technology. We will invest £750m-£780m over the reference period (RP2: 2015 - 2019) in sustaining and modernising our infrastructure, which will be completed in RP3.
- > Electronic flight strips³ were introduced into the Terminal Control (TC) operation in a phased transition which completed in June 2018.
- > We recently presented a feasibility study for the modernisation of airspace over the London area to the Secretary of State for Transport.

Win and retain commercial business

- > We strengthened our UK Airports business with new contracts from Belfast International, Farnborough, London City and Luton. We are building the infrastructure to provide London City with the UK's first remote digital tower ATC service in 2020. We also won a contract to provide air traffic controllers to the Airport Authority of Hong Kong, increasing the scale of our Asia Pacific business.
- > We acquired 50% of Searidge Technologies⁴, a provider of technology for remote tower services and with them and other partners we are developing a digital tower prototype for Singapore's Changi Airport.
- > Aquila, our joint venture with Thales, agreed a revised delivery schedule for the asset provision element of the MOD's Project Marshall⁵.
- > In May 2018 we invested £51.0m to acquire a strategic minority interest in Aireon⁶, which provides satellite-based air traffic surveillance systems with global coverage capable of tracking and monitoring aircraft in real-time.