



AB Oro navigacija Strategic Action Plan for 2026–2030

Mission, vision, values

>> Mission

To provide outstanding quality air navigation services safely and efficiently.

>> Vision

As a transparent, efficiently operating, financially sustainable company and a reliable guide in the sky aim to become European leaders in application of advanced airspace management strategies and tools.

>> Values

Professionalism

Maintaining interest in innovations and enhancing professional knowledge.

Analysing and considering the needs of clients and colleagues.

Monitoring and improving the procedures.

Creativity

Searching for innovative solutions, generating higher value for both the company and the clients, also implementing these solutions.

Searching for and applying advanced airspace management strategies and tools.

Cooperation

Communicating with colleagues directly, simultaneously respecting each other and not offending.

Listening, hearing, reaching an agreement.

Knowing company goals and implementing them together.

Providing and accepting feedback.

Inspiring others by own example.

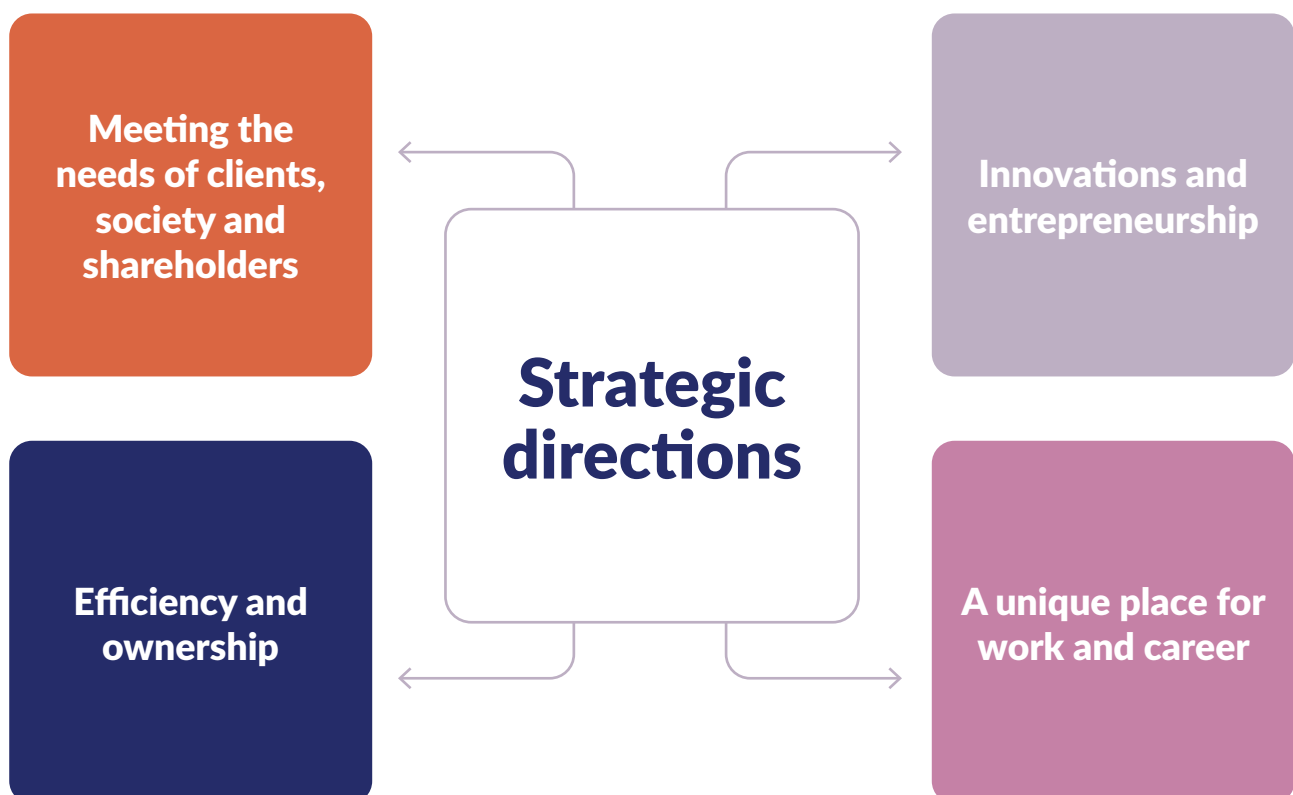
The clients and main stakeholders

>> Stakeholders:

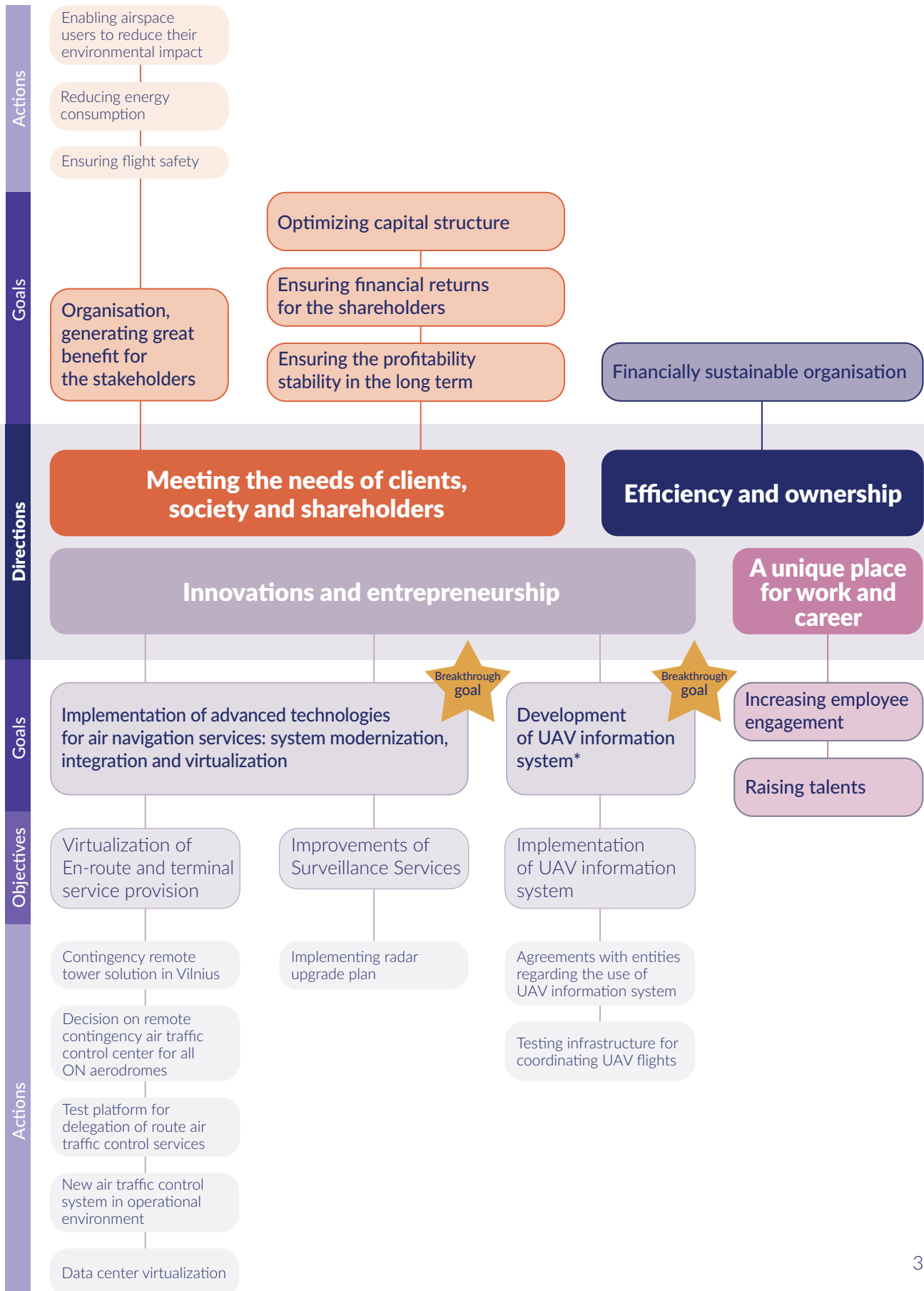
The Ministry of Transport and Communications of the Republic of Lithuania, the Board of the Company, the society, international organisations and institutions, associations and consortiums, airspace users, airports, national state institutions, regulatory and supervisory institutions, other air navigation service providers, partners, employees, trade unions. **The main (key) stakeholders** – shareholder of the Company (the Ministry of Transport and Communications of the Republic of Lithuania), monitoring institutions (Transport Competence Agency – TCA), European Commission and institutions thereof.

>> The clients of ON:

Airspace users (commercial airlines, general aviation aircraft, hot air balloons, drones); Lithuanian Air Force and State Border Guard Service (VSAT); Lithuanian Airports and general aviation aerodromes, in perspective – foreign air navigation service providers.



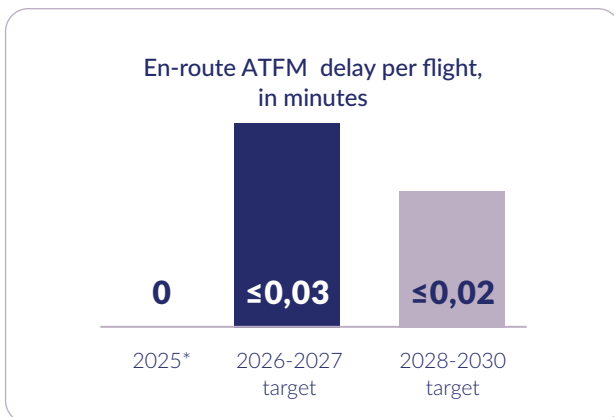
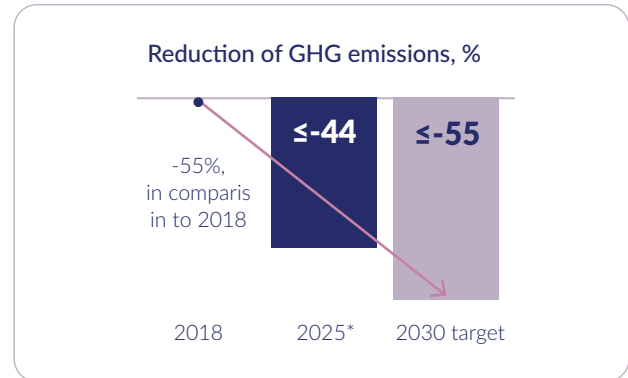
Map of strategic directions, goals, objectives, actions



Key indicators

**1st strategic direction –
meeting the needs of the clients, society and shareholders**

1.1 Organization generating significant benefits for the stakeholders



1.2 Ensuring the stability of the company profitability in the long term



1.3 Ensuring financial returns for the shareholder

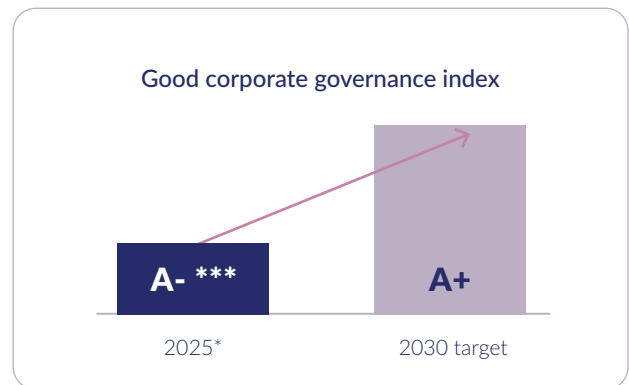
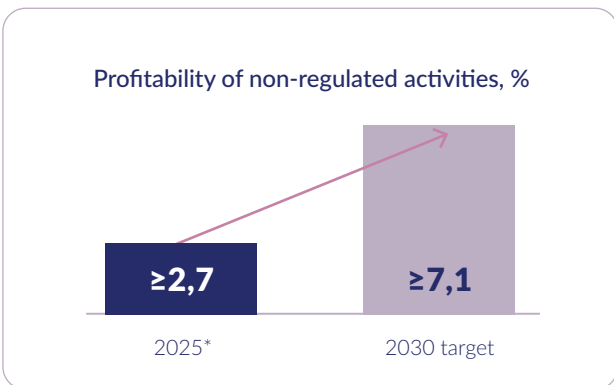
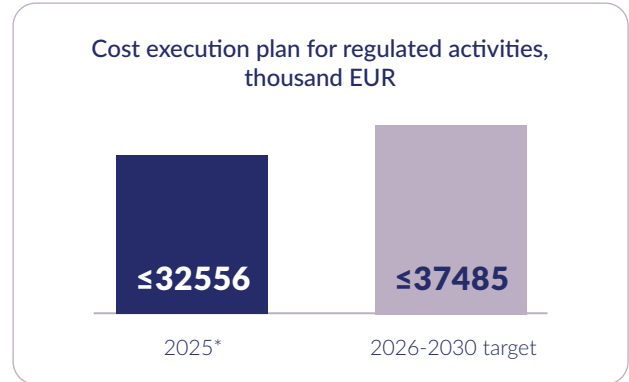
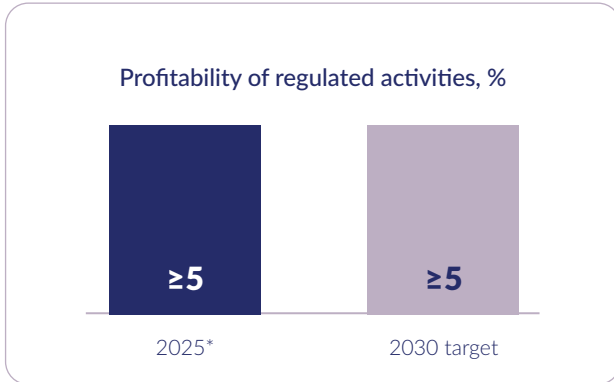


1.4 Optimizing capital structure**



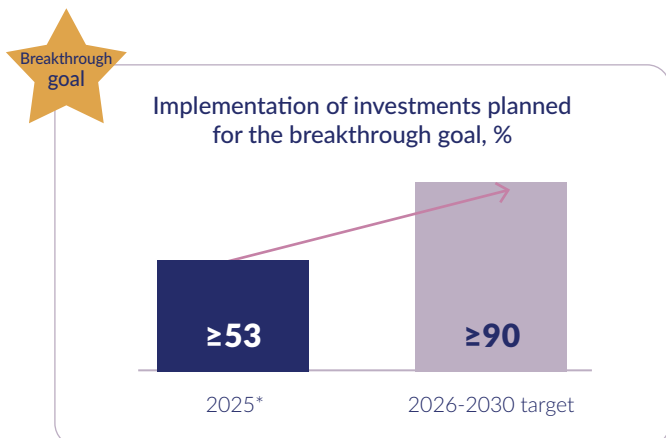
2nd strategic direction – efficiency and ownership

2.1 Financially sustainable organization

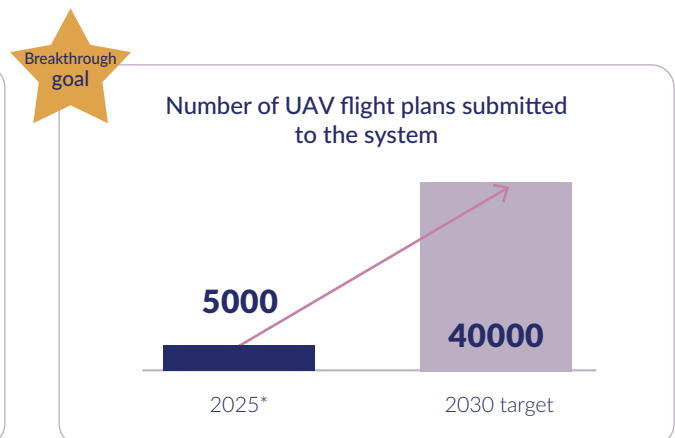


3rd strategic direction – innovation and entrepreneurship

3.1 Implementation of advanced technologies for air navigation services: system modernization, integration and virtualization

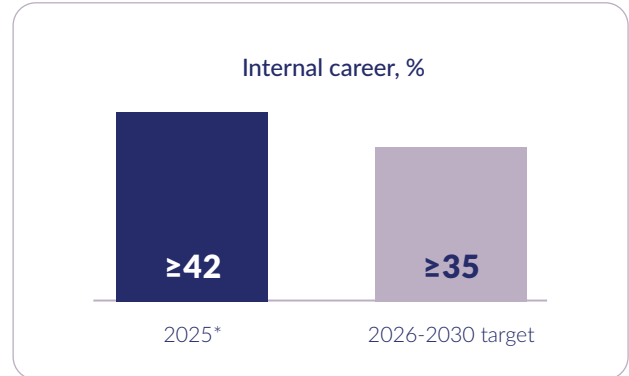
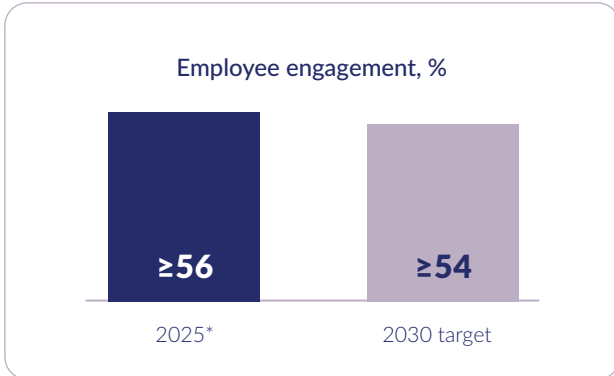


3.2 Development of UAV information system**

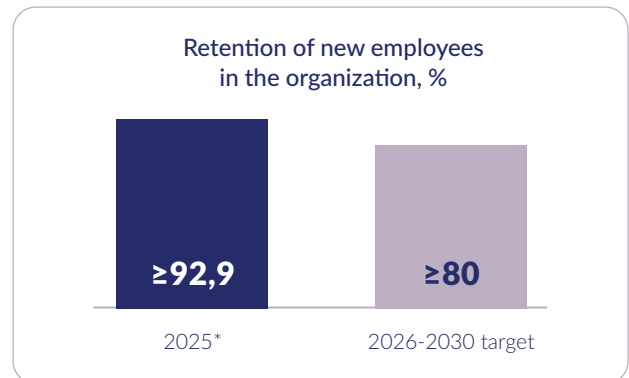
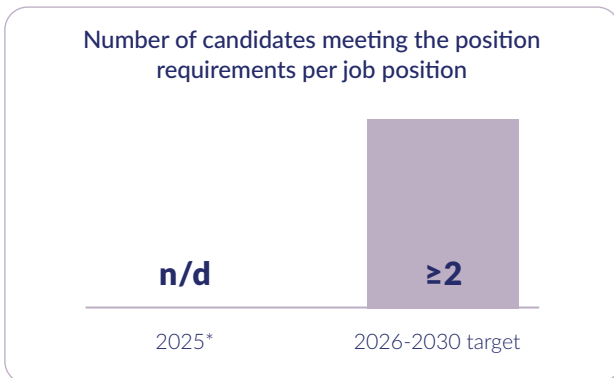


4th strategic direction – a unique place for work and career

4.1 Increasing employee engagement



4.2 Talent attraction and retention



>> Notes:

- * Planned value.
- ** The strategic goals in the diagram are presented in abbreviated form.
- *** Value according to the new VKC assessment methodology (effective from October, 2025). The 2025 value according to the methodology applied until October, 2025 is A+).
- **** Actual value for 2025.

Main investments

The most significant investments of ON are primarily associated with strategic breakthrough goals and they comprise approximately 58 percent of all planned investments. In accordance with the articles of association of ON, these as well as other large investments are approved by the Board of the Company. The chart below depicts the ratio between the investments pertaining to achieving the breakthrough goals and other investments approved by the Board within the overall investment plan of ON for 2026–2030.

The tables below provide short descriptions, goals, benefits and correlation with the international legal acts as well as strategic documents of the initiatives, that are allocated the largest investments, also the entire investment plan of ON for 2026–2030.

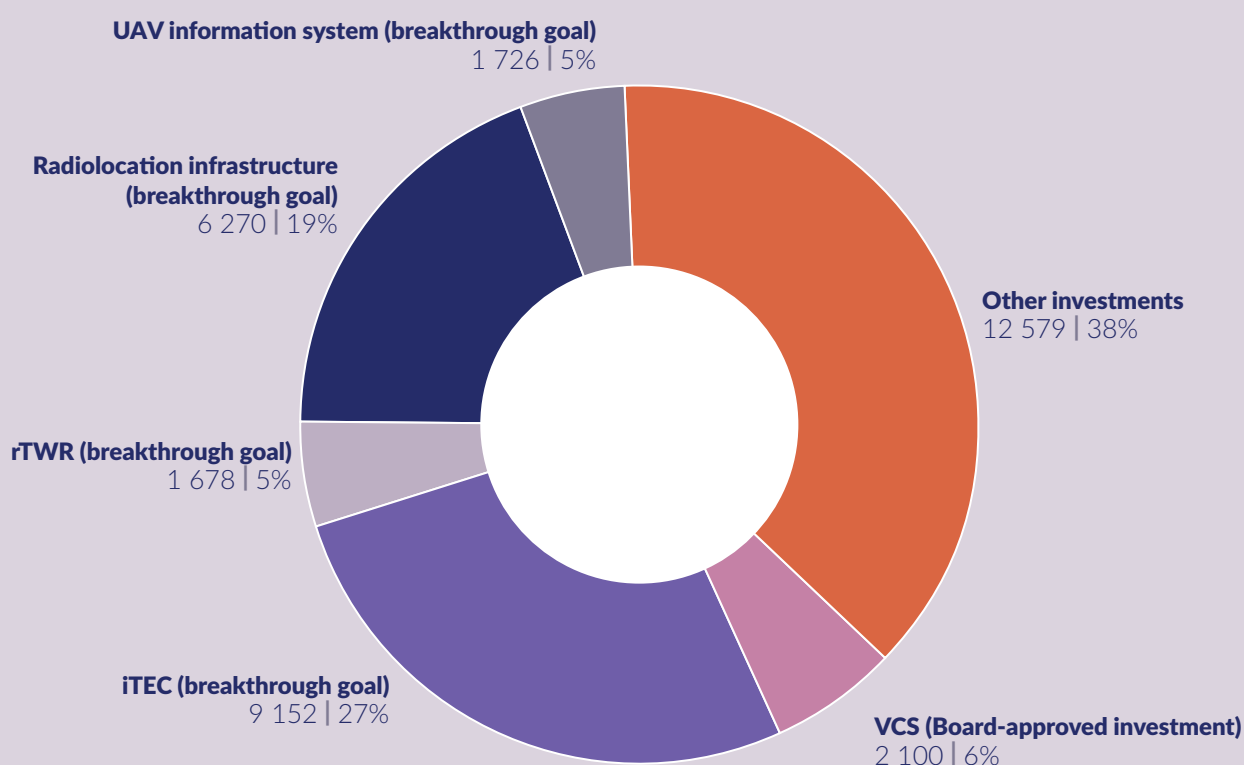


Fig. 17. The proportion of the investments pertaining to breakthrough goals and other investments approved by the Board in the overall investment plan of ON for 2026–2030. The amounts shown in the diagram are indicated in thousand EUR.

>> Abbreviations:

UAV information system – unmanned aerial vehicle information system (initiative included into the program of the Government of the Republic of Lithuania “A unified unmanned aerial vehicle traffic management platform with integrated surveillance and recognition infrastructure for organizing and managing flights in very low airspace and ensuring national security and flight safety in Lithuanian airspace”); iTEC – iTEC SkyNex, a next-generation flight control system developed by iTEC alliance; VCS – voice communication system; rTWR – Contingency remote tower solution.

>> Notes:

the investment plan comprises only the investments into capital (CAPEX). The exception covers UAV information system measures, the implementation of which is classified as OPEX.