

Business Plan

Strategic and managerial philosophy

2009 - 2013



NAVIAIR

Air Navigation Services



Indholdsfortegnelse

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Introduction

The year 2008 has been a difficult year for the aviation industry. High prices on fuel and strong competition have had a severe impact on the economies of the airlines. Air navigation services providers strongly sympathize with the situation of the airlines. In the short and in the long term, it is Naviair's main objective to ensure our customers the best possible service on market terms without compromising our unconditionally high demands to flight safety.

Naviair has been focusing on minimizing any inconvenience to the airlines in connection with the commissioning of the new air traffic management systems. Unfortunately, we have to realize that the initial phase took longer than expected, especially in the control centre. At first, technical system challenges caused our employees, and thus our customers, problems. Subsequently, we were no longer able to provide the requested capacity, causing further inconvenience to our customers. Shortage of air traffic controllers over the summer was a contributory cause of this.

Now, we can conclude that we provide the requested capacity again.

In the short term, our focus is to reduce our costs – partly by postponing plant projects with lower priorities, partly by optimizing working processes and stronger focus on flexibility in solving everyday tasks.

In the long term, we strive to strengthen Naviair's competitiveness by entering into alliances and conduct of jointly held activities with our sister organizations. Our goal is to establish economies of scale to maintain the present high level of safety and at the same time to conduct a more efficient business enabling us to meet any need of capacity increase early.

In general, we focus on the implementation of the EC's Single European Sky (SES) and SESAR programmes through co-operations with sister organizations in other countries, among others in NUAC, COOPANS and NEAP. This new updated version of Naviar's Business Plan covering the period 2009 to 2013, will explain these projects and Naviair's many other activities and plans. The Business Plan is a follow-up and a continuation of the three previous Business Plans. The structure from the previous plans is the same, however the scope is extended from three to five years.

Morten Dambæk
Director General

Challenges facing Navair

The aviation infrastructure is an important asset in society. In future, it is important that Denmark is able to maintain a position as a central actor with a strong and close aviation infrastructure. These pillars are necessary for society and the business community and thus for the leading activities in society with a view to ensure the future welfare.

Consequently, Navair's role in the Danish society is most important. In future, our big challenges will be to ensure permanent and sufficient capacity to cover current needs for safe and efficient air traffic management on market terms.

Main aviation trends

At present, the economic recession is spreading worldwide. The declining economic trend is causing declining demands for air travels. At the same time, the airlines struggle with declining revenue causing increased pressure on the entire aviation value chain including the air

navigation services. The main challenge facing the aviation industry is to support the airlines by cost reductions, increased efficiency and improvement of capacity within the overriding safety objectives.

Customers

Airlines

For a number of years, the airlines have experienced radical changes to customer behaviour. At the same time, the airfares have gone down markedly. The increase of discount airlines has caused a relatively surplus capacity of flight seats. For years, this has led to increasing traffic performance in Europe and to declining revenue for the airlines in general. However, the increase has stagnated recently, and the pressure on the airlines indicates consolidations in the industry while the whole aviation value chain is particularly under pressure. Furthermore, the Scandinavian traffic increase has been markedly lower contrary to the increase in the rest of Europe.

In the light of this, Navair's challenge will be to ensure the lowest air navigation services costs possible without impairing safety and the long-term technical update of our systems or capacity.

Airports

In order to ensure growth and dynamic in the Oresund Region, Copenhagen Airport must maintain its position as the Northern European airline hub. It is therefore crucial that the airlines do not deselect the airport in favour of other airports.

In order to maintain efficient domestic air traffic, the regional airports are central to the development of Danish aviation. It is important that the Danish airports are still

capable of attracting air traffic in competition with other means of transport. Consequently, the airports must constantly do their utmost to minimize their fixed costs.

As a provider of services to the airports, Navair will focus on keeping the price of air navigation services as low as possible

Technical services

Navair has technical maintenance bases in Copenhagen, Aalborg and Billund, primarily for the maintenance of its own equipment.

To ensure the ongoing, optimum use of the existing resources, Navair offers technical maintenance of equipment for local airports and other customers.

Danish Defence

During the 1990s and the first half of this decade, Danish Defence has been transformed from a primarily defensive and sovereign organization to one which plays more of a humanitarian and emergency role. This has changed the way the military needs to use Danish airspace, in particular with regard to training options. Thus, the design of training areas, in which civil air traffic is separated from military activities, has changed.

Navair works closely with Danish Defence and constantly coordinates airborne activities ensuring the Defence's needs to be met, while minimizing the disturbance to civil air traffic.



European Development

Single European Sky – SES

In 2004, the EU began establishing the common European airspace known as the Single European Sky (SES). This has decisive influence on the future organization and structure of our industry. The SES is based on EU legislation founded on four main Council Regulations; these regulations are further supplemented by a number of more detailed regulations and implementing rules adopted by the European Commission in conjunction with the member states. The work of drawing up the detailed implementing rules is ongoing.

In 2008, the European Commission launched – in the so-called SES II package – a proposal amending the main regulations. The proposal has not yet been adopted. It is to be expected that the new initiative especially will influence on three areas of Naviair's future activities:

- Governance of performance in regard to rules and regulations
- Governance of present and future EUROCONTROL and European Aviation Safety Agency – EASA
- Governance of environmental rules and regulations

When adopted and in the long term, the new proposal will provide extension of competence to the European community e. g. by the European Commission and EUROCONTROL which, to a larger extent than previously, will be governing the development and ensuring the progress in the procedures leading to a common European airspace. Naviair is working to implement these initiatives.

Naviair is part of a Danish working group supporting the Danish Civil Aviation Administration (CCA-DK) in finalizing Denmark's position to the implementing rules. It is in this group and through CANSO - the Civil Air Navigation Services Organisation, Naviair comments on proposals.

SESAR – Single European Sky ATM Research

SESAR is the EU's ambitious programme for developing the new generation of a European Air Traffic Management system (ATM system). This programme will combine technological, operational, financial and legislative aspects. In 2007, a European ATM Master Plan was established, covering the period up to 2020. The SESAR definition phase was completed in the middle of 2008. During the rest of 2008, the rules for the composition of SESAR "Joint Undertaking" (SJU) were established and defined. According to a work package covering the years 2009-2013, SJU will be working on the development of the Master Plan. Subsequently, implementation of the Master Plan is expected to take place in the years 2014-2020. SJU is formed as a consortium with the European Commission and EUROCONTROL representing half of the consortium model and the industry representing the other half.

Naviair finds it very advantageous that SESAR will become an integrated part of the ATM development sharing CANSO's attitude and provisos to the programme. By CANSO, Naviair is working on leading the programme into the optimum and most cost-efficient direction for aviation. An important step in this direction it is to determine that the technical development must follow operational needs.



Naviair's strategic initiatives

Naviair has initiated strategic initiatives based on the possibilities and challenges within the European development.

Entry Point North

With the establishment of a joint Nordic Air Traffic Services Academy in Malmö (Entry Point North AB), Naviar is among the pioneers when it comes to working towards harmonization of the air traffic controller training. The academy was inaugurated in 2006. The owners are Avinor AS (Norway), LFV/ANS (Sweden) and Naviair (Denmark). Since the establishment, the academy has increased its turnover from approx SEK 40 million to approx SEK 175 million.

As co-owner of Entry Point North, Naviair is able to influence the development of the present and future training of ATM personnel.

COOPANS

In 2006, Naviair entered into a cooperation, COOPANS, with our sister organizations LFV/ANS (Sweden), IAA (Ireland) and Thales as supplier and partner. ACG (Austria) is expected to join COOPANS as partner in 2009. The objective is to harmonize procedures and standardize the ATM systems that are the base of providing air navigation services. By COOPANS Naviair will be able to follow the international development in the field of ATM systems and avoid complete and very expensive replacements of the ATM systems, as the COOPANS partnership includes ongoing upgrades of the systems.

Naviair expects to implement the first upgrade (COOPANS Build 1) in 2011. Build 1 is based on our own system, DATMAS, supplemented with a range of functional changes from the Irish (CAIRDE) and from the Swedish (S2K) system.

NUAC

Naviair's present business model is facing the development in the European ATM industry both when it comes to cost-efficiency, service, utilization of airspace and the ability to attract qualified employees. To prepare Naviair for the future demands, we have launched the NUAC programme. The programme is based on a closer cooperation between the Swedish sister organization LVF/ANS and Naviair. The NUAC programme has completed a definition phase in which four scenarios for the implementation of a closer cooperation has been analysed. On the basis of the analyses, we have decided to continue working towards the establishment of a jointly held subsidiary providing air navigation services in Danish and Swedish airspace as well as direct support of the possibility of declaration of a Danish-Swedish NUAC Functional Airspace Block (FAB) in 2009.

NEAP

By the project, North European ANS Providers (NEAP), Navi-air is part of a primary Nordic cooperation outlining and implementing the operational initiatives required to realize a unified Nordic cooperation about air traffic service. The following air navigation services providers participate in the cooperation: Avinor (Norway), EANS (Estonia), Finavia (Finland), IAA (Ireland), ISAVIA (Iceland), LFV/ANS (Sweden) and Naviair.

SESAR cooperation (NORACON)

By the launching of a cooperation in 2008 – NORACON – Naviair participates with NEAP and the Austrian air navigation services provider as a formal part in SESAR Joint Undertaking (SJU) and is thus part of the common European development in the technical/operational field. By the cooperation, Naviair expects to gain influence on SESAR becoming an integrated part of the European ATM development.

External change factors to which the aviation industry is subject to



Strategic focus areas

- Ensure continued growth as a prerequisite for survival as an independent business
- Ensure growth and maximum influence in the deregulated, competitive market by entering into international alliances
- Ensure best in class performance for important parameters such as safety, efficiency, regularity, quality and price/costs.
- Create clarity and overview of changes and manage and develop the organisation and employees to ensure that core skills and experience are exploited as well as possible.

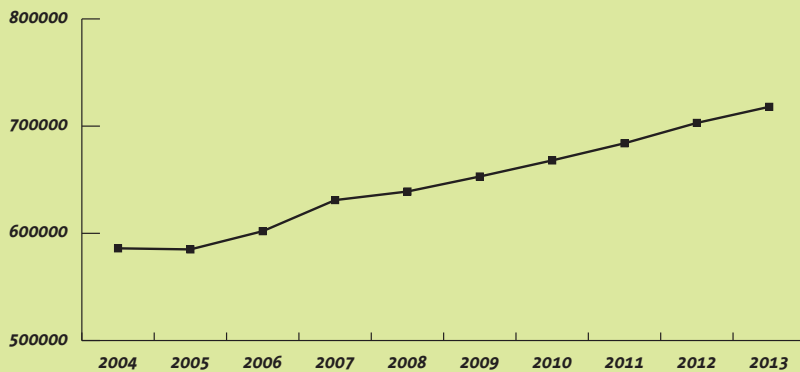


Expectations to the traffic development in Danish Airspace

In the years up to and including 2013, an average increase of 2.2% is expected in the En Route traffic. The increase is based on EUROCONTROL's latest forecast (low scenario). Hence, a relatively regular but modest traffic growth. The

development is illustrated in the traffic forecast below. In the light of the general, global, economic recession and the general, negative development in European aviation, the forecast is subject to great uncertainty.

Traffic forecast 2004-2013, Traffic development Danish airspace, Low



Source: EUROCONTROL, Medium-Term Forecast, Flight Movements 2008-2014, Volumen 1, EUROCONTROL Statfor, February 2008 – Low prognosis.

The strategic platform

MISSION

Naviair develops and provides safe and efficient services to the aviation industry.

VISION

Our vision is to be among the best ATM Service Providers in Europe.

We will ensure a continuous development and a strong position with customers and partners by forming international alliances.

We will realize our vision and goals through target-oriented development of employees and employee involvement in order to be an attractive enterprise.

The rationale behind the vision

To Naviair, alliances, new markets as well as new customers are important factors for growth and for us to continue to be a viable business.

Naviair wishes to have influence on – and play an independent role in – a future deregulated market. We will form international alliances to generate growth through activities in new markets and service to new customers.

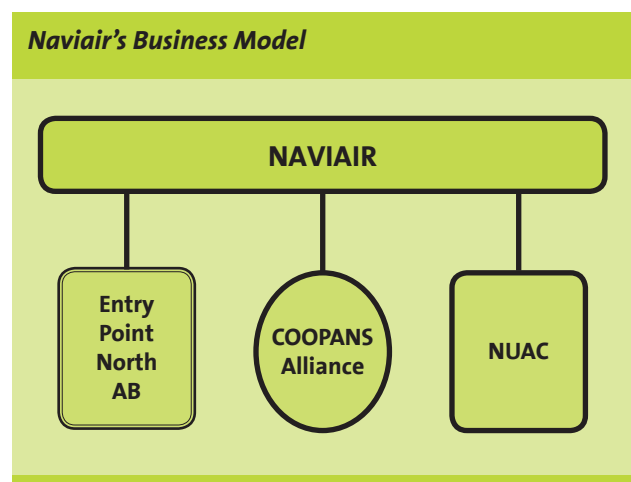
Our role will be strengthened by “Best in class performance” on significant parameters such as safety, efficiency and capacity.

To be able to meet our ambitions it is essential to have the optimum opportunities to navigate and make decisions quickly when forming alliances with international partners and when acting efficiently in a deregulated market.

Naviair will recruit competent employees and, target-oriented, develop their skill set for them to support the core business best possible. We will always strive for any improvements of our business and aim for standardization of equipment as well as work processes to reduce costs.

Naviair's Business Model

Naviair's business model reflects a flexible structure, for Naviair to realize our vision and our goals best possible.



The 5 sub-strategies

Naviair's 5 sub-strategies shall ensure fulfilment of our mission and realize our vision. Based on the development and the continuous external change factor, the sub-strategies

are evaluated and adjusted. The adjusted sub-strategies and associated goals are described below.

Market

Naviair will provide air traffic services and technical maintenance. The services must continuously be developed and made attractive to existing as well as new customers.

We will ensure and develop our market position in Denmark and in Europe – primarily through strategic co-operations e.g. NUAC and NEAP.

Rationale:

In future, the external change factor will imply less but larger service providers and less area control centres in Europe. At the same time, there will be major demands for efficiency with the remaining service providers. To maintain and develop Naviair's position, we will constantly work on improving and optimizing our core business.

Goals:

- Naviair will establish a NUAC company to gather air navigation services in a joint Danish-Swedish air space to create a basis for significant environmental savings through a joint co-ordination of the air traffic
- Naviair will provide tower and approach control at the busiest Danish airports
- Naviair will provide technical and operative services to Danish airports and form technical strategic co-operations
- Naviair will keep the high security level and continuously develop the capacity level and increase the efficiency

Customers

Naviair will strengthen and develop customer relations achieved by close alliances focusing on safety, prices and quality, to ensure our services support the customers best possible.

Rationale:

As a natural part of the market development, a future challenge is also to focus on supporting the customer needs to ensure the company's long-term existence.

Goals:

- Naviair will support the expansion of the airlines and airports through increased co-operation and team planning
- Naviair will establish and conduct a target-oriented Customer Care programme to ensure a continuous follow-up on our customers needs

Alliance partners/relationships

Naviair will strengthen the European partnerships in regard to air navigation services (ANS) and the relations with the Danish Civil Aviation Administration (SLV) in order to lay the foundation for Naviair's growth and development.

Rationale:

A wide and strong co-operation is essential to ensure the necessary strength to compete with other market operators.

Goals:

- Through NUAC, Entry Point North, COOPANS and NEAP, Naviair will develop a closer co-operation with the North European Service Providers



Suppliers

In general, Naviair will focus on standardized systems and solutions.

Rationale:

To improve our ability to compete, it is essential to optimize and maximize efficiency, among others by increased professionalism in regard to supplier management.

Goals:

- On the basis of specific needs assessments, focused tenders and tight supplier management, Naviair will concentrate on automated and standardized systems
- Naviair will focus on close relations with suppliers
- Naviair will form new alliances with other suppliers with COOPANS serving as a model

Employees

Naviair will provide attractive workplaces with excellent opportunities for technical as well as personal development demanding involvement from the employees and positively develop relations and results to attract competent employees.

Naviair will perform target-oriented development of employees to ensure that air traffic services are always provided, emphasizing safety, capacity and efficiency.

Rationale:

“Best in class performance” requires a continuous development, establishing responsibility, influence, involvement and skill set as well as standards and rules.

Goals:

- Naviair will strengthen skill set within technical- and operative air traffic control as well as skill set within change-, programme- and project management
- Naviair will implement and maintain a clear and business-oriented management model, defining the direction for the development of all managers
- Naviair will ensure that employees always possess the requisite skill set supporting the core business

The strategic programme portfolio

In preparation for ensuring the fulfilment of the goals in the 5 sub-strategies, we have launched a range of strategic programmes. A management committee has been established for all programmes. The committee is responsible for

ensuring that the programme is managed in accordance with the scope. In addition, Naviair has implemented a portfolio management system, ensuring a continuous trans-organizational coordination of the programmes.

NUAC

The NUAC programme was launched with the aim to research opportunities for a closer partnership between Denmark and Sweden to provide air navigation services in a joint airspace. The programme is a result of the wish for harmonization of airspace, including the handling of the Single European Sky (SES) regulations and the establishing of a FAB. The programme has analysed 4 possible scenarios for such a closer partnership. In the light of these analyses it was decided to continue with implementation of the scenario “The Operational Alliance”.

COOPANS

COOPANS is a partnership aiming towards harmonizing procedures and standardizing of ATM systems, which are the basis for provision of air navigation services. The partners are service providers in Sweden, Ireland, Austria and Denmark with Thales as supplier and partner. The goal is to harmonize ongoing upgrades to avoid complete replacement of expensive ATM systems.

SESAR

SESAR is the ambitious programme by the European Union about development of the new generation of a European Air Traffic Management system (ATM system). The programme is responsible for implementing the European ATM Master Plan, covering the period up till 2020. SESAR

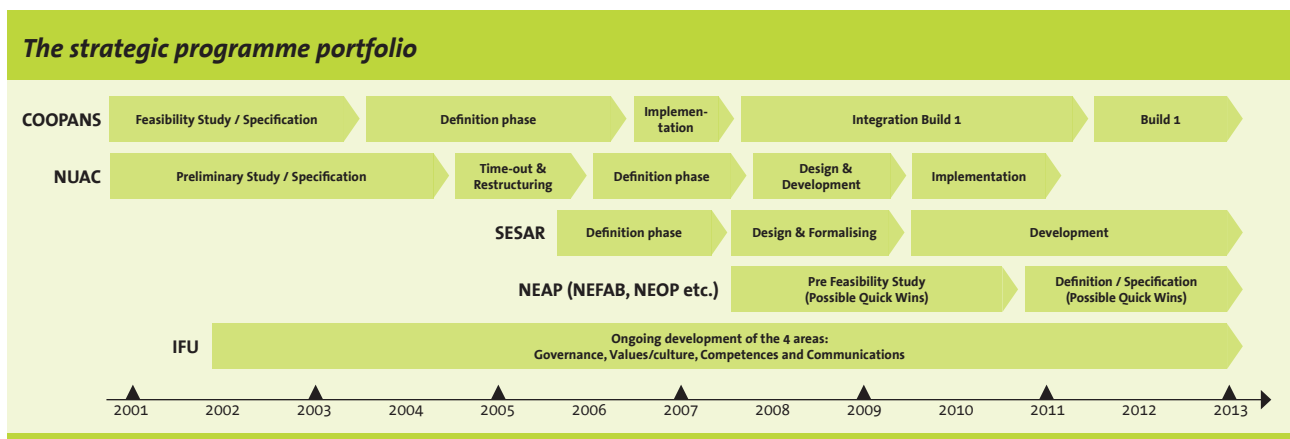
is a result of the wish for harmonization of ATM systems, among this the handling of the Single European Sky (SES) regulations. SJU is a consortium with entries from the European Commission, EUROCONTROL, the industry and the airspace users.

NEAP

NEAP, “The North European Air Traffic Management Service Concept”, sets the standard for the development of a performance oriented air navigation services for the next 20 years. The appurtenant ATM Master plan forms the internal strategy and plan for the future development of air navigation services in the North European area and sets the framework for implementation of “The North European Air Traffic Management Service Concept”.

Internal business development

The internal business development is an internally focused, trans-organizational programme, consisting of tangible activities throughout the organization as well as a range of HR tasks such as management- and skills development. Purpose of the programme is to strengthen the development of the company culture and the internal communication.



Focus areas 2009

The focus areas are defined as areas for employees to be substantially observant in the daily work. As such they have a guideline ensuring that the everyday tasks are being solved according to Naviair's strategy.

In 2009 the employees must especially observe a minimization of costs; each initiative must be to the benefit of our customers.

To ensure the anticipated value creation in 2008, we focused on consolidation of our investments. On this background we are gaining a range of advantages to the benefit of our customers.

Focus areas 2008 are maintained in 2009. The efforts and initiatives are adjusted reflecting the aim for cost reducing measures as well. Projects with low priority are being postponed, partly through optimization of work processes and partly by focusing more on flexibility in the everyday tasks.

Attractive company

Naviair shall be seen as an attractive company being able to keep and attract competent employees. For this reason, we will continue developing a trans-organizational co-operation and ensure the future development.

Special focus areas

- Operational resources
- Results and relations

Safe and stable operation

The new ATM systems shall ensure that we provide a safe product with high regularity at lowest possible costs.

Special focus areas

- Capacity
- System upgrading

Simple and efficient administration

The administrative main systems must continuously be optimized in order to benefit from investments in previous years.

Special focus areas

- Administrative IT
- Relief of operations

Naviair's Critical Success Factors (CSF)

Naviair's strategy is adjusted to the external and internal pressure on change as well as demands and expectations from the owner of the company, the Ministry of Transport.

In continuation, Naviair has identified and determined a range of CSF's ensuring that Naviair implements the long-term goals, determined from the strategic basis and concretized in the 5 sub-strategies.

Efficiency

Naviair will make use of resources as effectively as possible.

Security

Naviair will ensure a high level of flight safety.

Capacity

Naviair will provide sufficient capacity and air navigation services with a minimum of delays.

Customer satisfaction

Airlines and airports will experience a safe and efficient service.

Environmental responsibility

Naviair will ensure air navigation services reducing air pollution and minimizing noise.

Financial responsibility

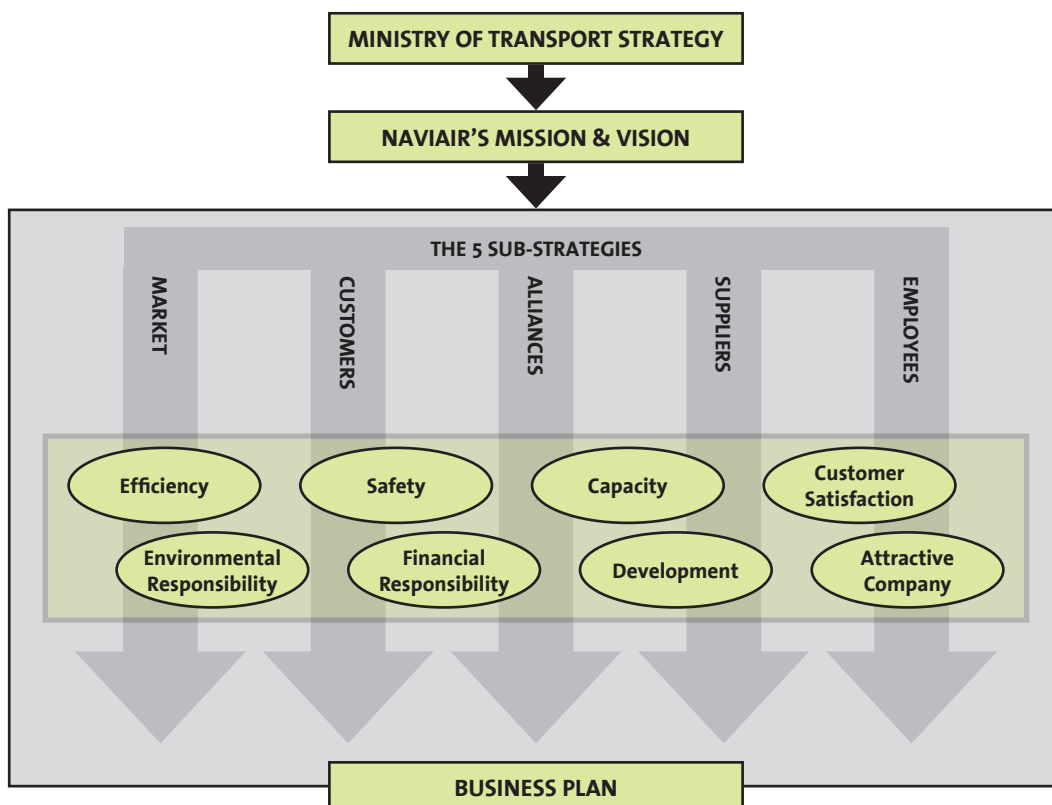
Naviair will be cost-conscious in all respects.

Development

Ensure that Naviair is developed through alliances, harmonization and standardization.

Attractive company

Employees at Naviair are positive and efficient, possessing the requisite skill set.



Balanced Scorecard 2009

In the light of the determined CSF's, a range of tangible goals have been set, Key Performance Indicators (KPI's). These KPI's will ensure that Naviair remains focused towards meeting the strategic objectives. Follow-up on tangible goals is made through Naviair's internal Management System, Balanced Scorecard (BSC). Status is published each

month on Naviair's intranet. The KPI's are evaluated annually to ensure that they are still supporting the strategic objective, mentioned in the 5 sub-strategies. We measure within the 4 perspectives "Customers", "Finance", "Internal" and "Learning and Growth".

Customers

KPI	Definition of KPI	Goal
Customer satisfaction <i>CSF relation: Customer Satisfaction</i>	In 2009, the customer inquiry is initiated. Satisfaction equals the number of airports which are either satisfied or very satisfied with Naviair's provision of air navigation services	>90% satisfied/ very satisfied
Number of incidents <i>CSF relation: Safety</i>	Number of incidents, caused directly by Naviair, calculated per 100,000 operations	<2.5 per 100,000 operations
Delays – En Route <i>CSF relation: Capacity</i>	The average delay in minutes per En Route operation	<0.3 minutes per operation
Delays – TWR/APP CPH <i>CSF relation: Capacity</i>	The average delay in minutes per operation	<0.2 minutes per operation
Environment – Noise complaints <i>CSF relation: Environmental responsibility</i>	Number of reported incidents, in which Naviair is implicated, directly or indirectly, involving noise limits being exceeded without authorisation, at Naviair's service location	≤5 violations



Finance

KPI	Definition of KPI	Goal
Observance of loan limit <i>CFS relation: Financial responsibility</i>	Use of loan maximum	<90%
Use of Air Traffic Service in Denmark <i>CFS relation: Financial responsibility</i>	Measured against the budget, allocated to Naviair for Danish Air Traffic Services in the National Budget	Discrepancy <2% compared to budget
Use of Air Traffic Service in Greenland <i>CFS relation: Financial responsibility</i>	Measured against the budget, allocated to Naviair for Greenland Air Traffic Services in the National Budget	Discrepancy <2% compared to budget
Income on En Route Traffic <i>CFS relation: Financial responsibility</i>	Traffic income except income from SLV and DMI	>2% compared to budget
Income from fees for Air Traffic Control at CPH <i>CFS relation: Financial responsibility</i>	The figure comprises income from fees for Air Traffic Control at Kastrup and Roskilde Airports	>2% compared to budget
Income from fees for Air Traffic Control at Billund <i>CFS relation: Financial responsibility</i>	The figure comprises income from fees for Air Traffic Control at Billund Airport	>2% compared to budget
Result after N+2 <i>CFS relation: Financial responsibility</i>	Actual development in the financial result of Naviair's Cost Base Accounts. Over time said Accounts shall balance, i.e. show neither profit nor loss	Positive discrepancy compared to budget



Internal

KPI	Definition of KPI	Goal
Availability – ODS in the Control Centre <i>CSF relation: Safety</i>	The availability in percentages of radar displays in the Control Centre	> 99,5 %
Availability – Radar Coverage <i>CSF relation: Safety</i>	The availability in percentages of radar stations in Danish airspace (Copenhagen FIR)	> 99,5 %
Availability – Radio/emergency radio systems <i>CSF relation: Safety</i>	The availability in percentages of communications systems, used for radio communication with aircrafts	> 99,5 %
Incident Report <i>CSF relation: Safety</i>	By categories of incidents with incident report, a pre-analysis must be available latest 3 weekdays after the incident	> 95 %
Disposition efficiency - En Route (operations) <i>CSF relation: Efficiency</i>	Number of En Route operations per air traffic controller FTE for on duty (ATCO in OPS)	> 6,300
Disposition efficiency - TWR/APP Copenhagen (operations) <i>CSF relation: Efficiency</i>	Number of TWR/APP (Copenhagen) operations per air traffic controller FTE for on duty	> 3,950
Administrative and technical productivity <i>CSF relation: Efficiency</i>	Total number of employees per air traffic controller FTE for on duty (ATCO in OPS)	< 2,0



Learning & Growth

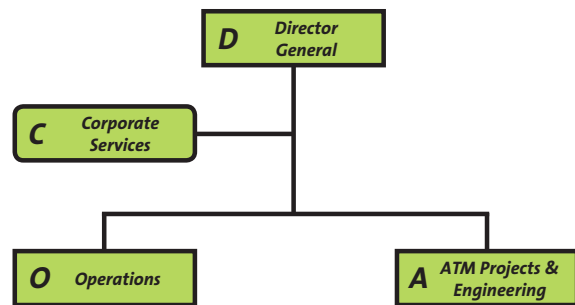
KPI	Definition of KPI	Goal
Management evaluation <i>CSF relation: Attractive company</i>	Based on the annual management evaluation, the employees' total satisfaction with the management of Naviair is measured, aiming at increasing the satisfaction compared to the last evaluation	> 70 %
Staff conditions, sick days <i>CSF relation: Attractive company</i>	Sick days are measured as the average number of sick days per employee	< 6 days
Staff turnover <i>CSF relation: Attractive company</i>	Staff turnover is measured as the number of vacated employees compared to total number of employees	< 12 %
Exam passing percentage - Air Traffic Controller education <i>CSF relation: Attractive company</i>	Percentage at the air traffic controller education is measured as the number of ATC's passing the exam in per cent of the number of accepted candidates on the individual team	> 75%

Naviair's organization

As of 1 January 2009

The organization chart reflects how Naviair is organized in regard to providing the services to the customers and to meet our challenges best possible.

For a more detailed organization chart, please refer to Naviair's website : www.naviair.dk



Naviair's values and cultural model

As a tool to maintain a joint picture of Naviair's values, we have developed a culture model, which is shown below. For each of the joint values, all departments have described what this means to them in regard to specific action and attitude.

We are customer-focused

Naviair employees listen to the customers and make a considerable effort to appreciate and meet their requirements. We provide the right product on time and within budget, focusing on creating value for our customers.

We are adaptable

Naviair employees are curious about new ideas and proposals. We see opportunities rather than limitations and are ready to face new challenges.

We are responsible

Naviair employees are loyal and support decisions. We are committed and take responsibility for what we say and do and act properly.

We are team-focused

Naviair employees respect each other personally and professionally. We strive for "One United Naviair" and seek understanding of the spirit of the spoken word. We trust each other and share knowledge and experience.

We are efficient

Naviair employees are intent on carrying out tasks quickly and properly. We seek experience wherever available. We keep costs in mind and carry forward good suggestions and ideas.



Abbreviations

ACC: Area Control Centre

ACE: ATM Cost Effectiveness benchmarking

ANS: Air Navigation Services

ANSP: Air Navigation Service Provider

APP: Approach

ATC: Air Traffic Control

ATCO in OPS: Air Traffic Controller on Duty

ATM: Air Traffic Management

BSC: Balanced Score Card

CAIRDE: Civil Aviation Integrated Radar Display Equipment
(the Irish ATM-system)

CANSO: The Civil Air Navigation Services Organisation

CASIMO: CATCAS Simulator MOdernising

COOPANS: CO-Operation of Air Navigation service Providers

CSF: Critical Success Factors

DATMAS: Danish Air Traffic MAnagement System

DMI: Denmark's Meteorological Institute

EASA: European Aeronautical Safety Agency

EPN: Entry Point North, Nordic ATS Academy. Owned by Naviair, LFV (Sweden) and Avinor (Norway).

EUROCONTROL: European Organisation for the Safety of Air Navigation

ICAO: International Civil Aviation Organization

ISO: International Organization for Standardization

KPI: Key Performance Indicators

NEAP: North European ANS Providers

NUAC: Nordic Upper Area Control

S2K: System 2000 (the swedish ATM-system)

SES: Single European Sky

SESAR: EU programme for developing the new generation of a European ATM system.

SJU: SESAR Joint Undertaking

SLV: Danish CAA

TWR: Tower

Appendix

This appendix shows selected key figures for safety, capacity and efficiency.

Key figures	2004	2005	2006	2007	2008
Safety ¹⁾	2,83	2,41	2,62	1,55	1,81
Capacity ¹⁾	0,07	0,005	0,31	0,09	2,41 ²⁾
Efficiency					
- Administrative and technical productivity ¹⁾	2,22	2,10	2,08	1,90	1,91
- Gate to Gate	299,39	301,09	263,04	- ³⁾	- ³⁾

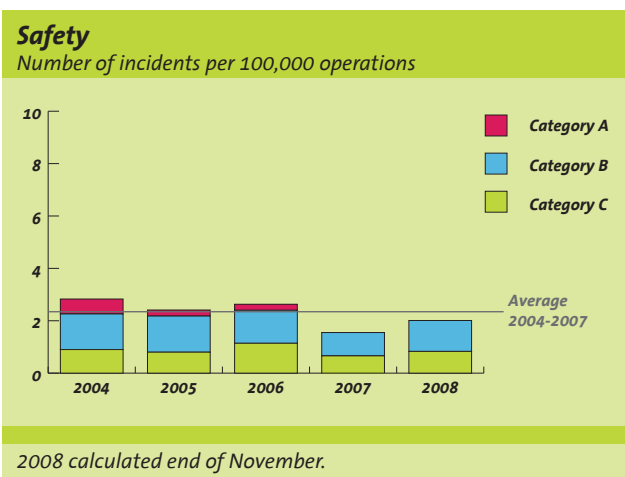
1) 2008 calculated by the end of November

2) The high average delay per operation in 2008 is caused by the new ATM system, launched 28 December 2007. Please refer to separate delay graphics for 2008

3) Cost efficiency is not yet published for 2007 and 2008

Safety:

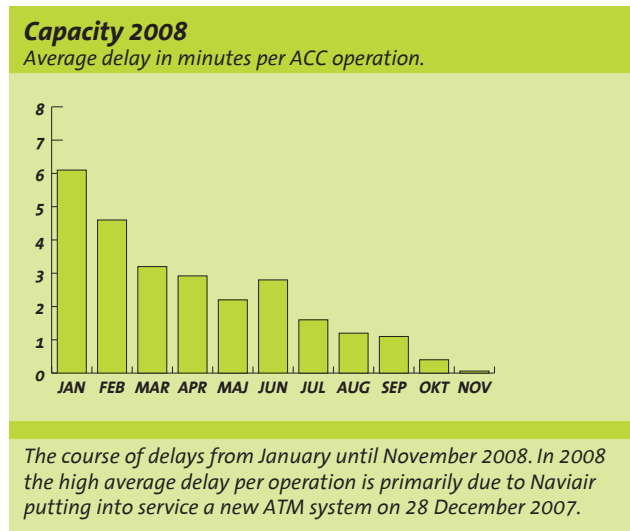
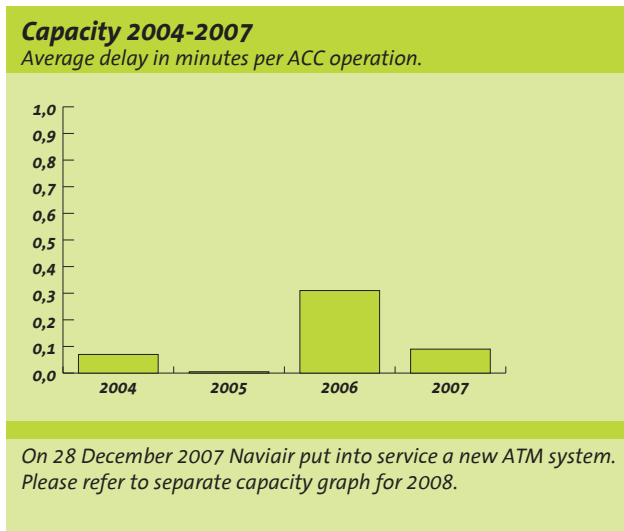
Calculated number of incidents per 100,000 operations in category A, B and C, in which Naviair has been the direct cause of the course.





Capacity:

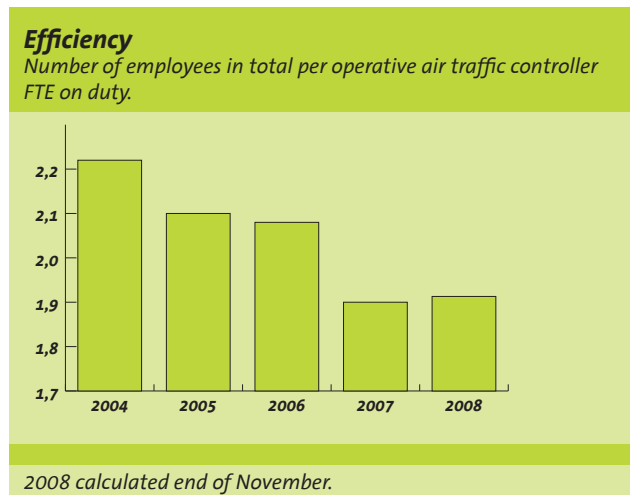
Calculated at the average delay in minutes per operation in ACC.



Efficiency:

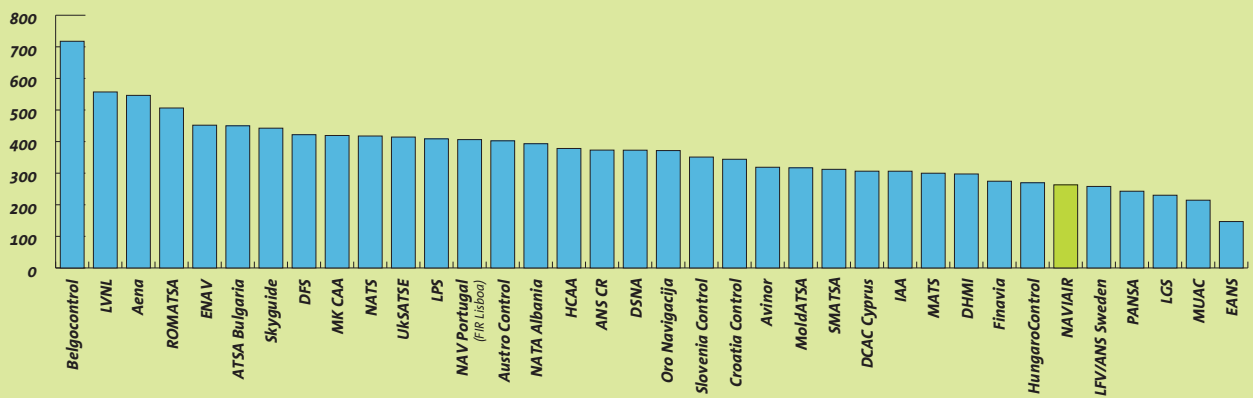
Calculated with the following indicators:

- Administrative and technical productivity measured by number of employees in total per operational ATC FTE on duty
- Cost-effectiveness is measured by the total costs per controlled flight hour





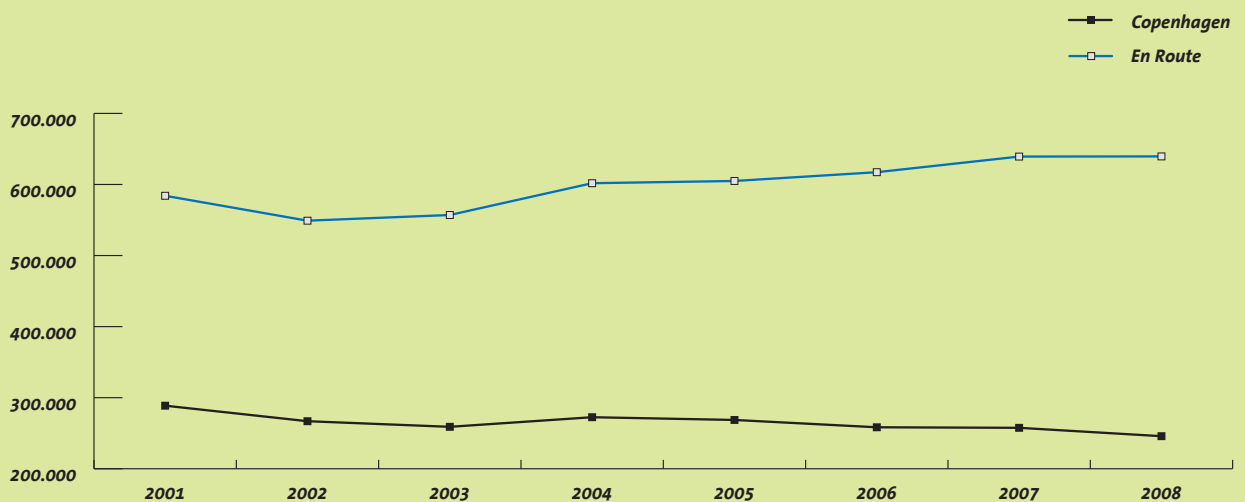
Financial cost-effectiveness indicator, comparison: European ANSP's Gate to Gate



Naviair's total costs per controlled flight hour in Euro compared to other European Service Providers. The cost-effectiveness here is 2006 figures since the cost-effectiveness has not yet been published for 2007 and 2008.

Source: ATM Cost-Effectiveness (ACE) Benchmarking Report 2006, commissioned by the Performance Review Commission, EUROCONTROL.

Number of operations



Source: ASD Web (2008 figures are based on December 2008 equalling December 2007) and the www.cph.dk (2008 figures are based on December 2008 equalling December 2007).

*Naviair
Naviair Allé 1
2770 Kastrup*

*T +45 3247 8000
F +45 3247 8800
www.naviair.dk*

Naviair is a State Enterprise under the Danish Ministry of Transport

NAVIAIR

Air Navigation Services