Performance Plan

Portugal

Fourth Reference Period (2025-2029)

Status: Draft performance plan (Art. 12 of IR 2019/317)

Date of issue: 4,56E+04

Table of Contents

Signatories

Performance plan details	
State name	Portugal
Status of the Performance Plan	Draft performance plan (Art. 12 of IR 2019/317)
Date of issue	01/10/2024
Date of adoption of Draft Performance Plan	
Date of adoption of Final Performance Plan	

We hereby confirm that the present performance plan is consistent with the scope of Implementing Regulation (EU) No 2019/317 pursuant to Article 1 of Regulation (EU) No 2019/317 and Article 7 of Regulation (EC) No 549/2004.

Name, title and signature of representative	
Ana Vieira da Mata Chairwoman of the Board ANAC	Assinado de forma digital por: Ana Vieira da Mata - Presidente do Conselho de Administração em 15-11-2024 17:43 *(electronically signed)*

Additional comments	

Document change record		
Version	Date	Reason for change
Portugal_V1	17 July 2024	First draft for consultation with stakeholders
Portugal_V1.1	1 October 2024	Adjustments to the Performance Plan following the consultation process
Portugal_V2	15 November 2024	Performance Plan adjusted following the completness check

SECTION 1: INTRODUCTION

1.1 The situation

- 1.1.1 - List of ANSPs and geographical coverage of services
- 1.1.2 - Other entities in the scope of the Performance and Charging Regulation as per Article 1(2) last para.
- 1.1.3 - Charging zones (see also 1.4-List of Airports)
- 1.1.4 - Other general information relevant to the plan

1.2 - Traffic Forecasts

- 1.2.1 - En route
- 1.2.2 - Terminal

1.3 - Stakeholder consultation

- 1.3.1 - Overall outcome of the consultation of stakeholders on the performance plan
- 1.3.2 - Specific consultation requirements of ANSPs and airspace users on the performance plan
- 1.3.3 - Consultation of stakeholder groups on the performance plan

1.4 - List of airports subject to the performance and charging Regulation

- 1.4.1 - Airports as per Article 1(3) (IFR movements ≥ 80 000)
- 1.4.2 Other airports added on a voluntary basis as per Article 1(4)

1.5 - Services under market conditions

1.6 - Process followed to develop and adopt a FAB Performance Plan

1.7 - Establishment and application of a simplified charging scheme

- 1.7.1 - Scope of the simplified charging scheme
- 1.7.2 - Conditions for the application of the simplified charging scheme

Annexes of relevance to this section

- ANNEX C. CONSULTATION
- ANNEX D. LOCAL TRAFFIC FORECASTS
- ANNEX L. JUSTIFICATION FOR SIMPLIFIED CHARGING SCHEME
- ANNEX Y. RESPONSES TO COMPLETENESS VERIFICATION

1 - INTRODUCTION

1.1 - The situation

NSA(s) responsible for drawing up the Performance Plan	ANAC - Autoridade Nacional da Aviação Civil

1.1.1 - List of ANSPs and geographical coverage and services

Number of ANSPs	4

ANSP name	Services	Type of entity	Geographical scope
NAV Portugal (Continental)	ATM/CNS	ATSP/CNSP	Lisbon en-route and Portugal Terminal
Estado Maior da Força Aérea	Provision of SAR services	ATSP/CNSP	Lisbon en-route
Estado Maior da Armada	Provision of SAR services	ATSP/CNSP	Lisbon en-route
IPMA	Met ANSP	METSP	Lisbon en-route and Portugal Terminal

Cross-border arrangements for the provision of ANS services*

** To be reported in the performance plan: any cross-border area or group of adjacent cross-border areas of a size above 500 km ^{2}, unless the area or group of areas concerned has fewer than 7,500 controlled flight movements on average per year*

Number of cross-border area(s) where the ANSP(s) of the Member State provide(s) services in another State's charging zone(s)	3

Cross-border service provision in the charging zone(s) of another State		
ANSP Name	Name of the cross-border area(s)	Charging zone in which services are provided
NAV Portugal (Continental)		Spain Continental
NAV Portugal (Continental)		Spain Continental
NAV Portugal (Continental)		Spain Continental

Number of cross-border area(s) where ANSP(s) from another State provide(s) services in the charging zone(s) covered by the performance plan	3

Cross-border service provision in the charging zone(s) covered by the performance plan		
ANSP Name	Name of the cross-border area(s)	Charging zone in which services are provided
Enaire		Lisbon en-route
Enaire		Lisbon en-route
Enaire		Lisbon en-route

1.1.2 - Other entities in the scope of the Performance and Charging Regulation as per Article 1(2) last para.

Number of other entities	2

Entity name	Domain of activity	Rationale for inclusion in the Performance Plan
ANAC - Autoridade Nacional da Aviação Civil	National Supervisory Authority	ANAC is responsible for the supervision of the Portuguese ANSP, and in particular regarding the application of Implementing Regulation 2019/317
GAMA	Authority for Aeronautical Metheorology	GAMA is responsible for the supervision of the Portuguese MET ANSP

1.1.3 - Charging zones (see also 1.4-List of Airports)

En-route	Number of en-route charging zones	1
En-route charging zone 1	Portugal Continental	
Terminal	Number of terminal charging zones	1
Terminal charging zone 1	Portugal - TCZ	

1.1.4 - Other general information relevant to the plan

Relevant local circumstances with high significance for performance target setting

Additional information

1.2 - Traffic Forecasts

1.2.1 - En route

En route Charging zone 1	**Portugal Continental**
En route traffic forecast	**STATFOR October 2024 (Base)**

STATFOR October 2024 (Base)	2022A	2023A	2024	2025	2026	2027	2028	2029	CAGR 2024-2029
IFR movements (thousands)	610	677	722	753	774	794	814	829	2,8%
IFR movements (yearly variation in %)		11,0%	6,8%	4,2%	2,8%	2,6%	2,6%	1,8%	
En route service units (thousands)	3 695	4 123	4 500	4 706	4 843	4 974	5 109	5 211	3,0%
En route service units (yearly variation in %)		11,6%	9,1%	4,6%	2,9%	2,7%	2,7%	2,0%	

1.2.2 - Terminal

Terminal Charging zone 1	**Portugal - TCZ**
Terminal traffic forecast	**STATFOR October 2024 (Base)**

STATFOR October 2024 (Base)	2022A	2023A	2024	2025	2026	2027	2028	2029	CAGR 2024-2029
IFR movements (thousands)	213	237	242	252	260	268	275	281	3,0%
IFR movements (yearly variation in %)		11,4%	2,2%	3,8%	3,3%	2,9%	2,9%	2,0%	
Terminal service units (thousands)	281	#REF!	330	345	358	371	384	393	3,6%
Terminal service units (yearly variation in %)		-	-	4,6%	4,0%	3,5%	3,4%	2,5%	

1.3 - Stakeholder consultation

1.3.1 - Overall outcome of the consultation of stakeholders on the performance plan

Description of main points raised by stakeholders and explanation of how they were taken into account in developing the performance plan
- Concerns regarding traffic estimates, especially for terminal, considering that the Lisbon airport is already at maximum capacity. It was explained that although in Lisbon growth would be constrained by the lack of capacity at the airport, the other airports from Portugal terminal, as Porto, or the Islands, had still room to continue growing. Furthermore, the performance of Porto and both Islands had been very positive in the recovery from COVID. - Several question regarding the project for a new airport in Alcochete were raised. It was clarified that the project was presented very recently, and there was no detailed timeline for its implementation. It was reinforced that in this case the objective was to develop a new airport that will substitute the existing one, and will be built in a phased way. The first phase, that only considers the development of 1 runway, is expected to be ready by 2030-2034. - Regarding safety targets, there were some concerns with the fact that Portugal is proposing to meet the targets only in 2029. It was explained that the methodology associated to the safety targets was adjusted, and as such, to make sure that the consequences of the new methodology were understood, it had been considered more appropriate to maintain a cautious approach. - The evolution of the number of ATCOs: i) impact of the new ATM system in productivity terms; ii) clarification on ATCOs that are not in OPS anymore. Regarding the impact of the new ATM system in productivity, it was recalled, that the new ATM system was not expected to increase productivity. The main objective of implementing the new ATM system was to allow NAV Portugal to continue growing, and to be able to contribute positively to the digitalization of air navigation service provision. As for ATCOs that are not in OPS anymore, it was clarified that they continue working in other projects, for instance in the study that led to the implementation of the Point-Merge System in Lisbon, and maintain ATCO salary, according to Portuguese legislation. - Concerns over the incentives model, namely its cautious nature, and the fact that it was symmetrical. Portugal adjusted the proposed incentives model to incorporate users concerns, through an increase of the level of penalties and bonus, and through a decrease of the dead-band. - Terminal costs, and especially investments in the new ATM system for terminal, which were delayed from RP3, were also a concern. Portugal recognized that the new ATM system implementation in terminal was delayed, as the en-route system implementation took longer than initially expected. It was also explained that the unspent investment costs from RP3 would be returned to users along RP4, and that now NAV was prepared to start the phased implementation of TopSky in terminal. Regarding other terminal costs, Portugal undertook to cross-check them for further savings; notwithstanding, the main impact in terminal costs along RP4 is associated to the implementation of the new ATM system, and it was not possible to revise costs downwards.

1.3.2 - Specific consultation requirements of ANSPs and airspace users on the performance plan

Topic of consultation	Applicable	Results of consultation
Establishment of determined costs included in the cost base for charges	Yes	Users showed some concerns regarding terminal determined costs. As the evolution of terminal determined costs was mainly associated to the implementation of the ATM system in terminal, in a phased approach, it was not possible to adjust terminal determined costs.
New and existing investments, and in particular new major investments, including their expected benefits	Yes	The delay in the implementation of the new ATM system for terminal, and its causes, was discussed. In that context it was clarified that all costs associated to the terminal ATM system that had been considered in RP3 would be returned to users, and that in RP4 the phased implementation process would occur.
Charging policy	Yes	Overall users asked for greater cost-efficiency efforts,also at en-route, but especially in terminal, for the reasons presented in the previous topics.
Maximum financial advantages and disadvantages for the mandatory incentive scheme on capacity	Yes	Users asked for greater disadvantages associated to capacity incentives scheme. After consideration of the arguments presented, Portugal is proposing an incentives scheme with higher disadvantages, and advantages.
Symmetric range ("dead band") for the purpose of the mandatory incentive scheme on capacity	Yes	Although there were no comments regarding the dead-band proposed, Portugal reduced it when compared to the initial proposal, as the initial proposal was considered too cautious in the current context.
Where applicable, decision to modulate performance targets for the purpose of pivot values to be used for the mandatory incentive scheme on capacity	Yes	As in RP3 Portugal will maintain a modulated pivot target. Although this option was presented to stakeholders, there were no comments about it.
Establishment or modification of charging zones	No	
Where applicable, values of the modulated parameters for the traffic risk sharing mechanism	Yes	although mentioned in the consultation, it was not questioned by stakeholders.

Where applicable, decision to apply the simplified charging scheme	No	
Where applicable, decision to diverge from the STATFOR base forecast	No	

1.3.3 - Consultation of stakeholder groups on the performance plan

#1 - ANSPs	
Stakeholder group composition	**NAV Portugal** - José Alfaia; Pedro Dias; Alda Miranda.
Dates of main meetings / correspondence	24th of July 2024
Main issues discussed	There were no issued raised by the ANSP.
Actions agreed upon	Not applicable
Points of disagreement and reasons	Not applicable
Final outcome of the consultation	Not applicable

Additional comments

#2 - Airspace Users	
Stakeholder group composition	**IATA** - Rory Sergison **Swiss International Air Lines ltd.** - Nicole Ammann **Ryanair** - Mathilde Dorsfman **easyJet** - Francesco Rado **KLM** - Johan Zandstra **IAG** - Anna Sanecka
Dates of main meetings / correspondence	24th of July 2024
Main issues discussed	Main issues discussed: **En-route:** - Number of ATCO and staff costs - Incentives scheme **Terminal:** - Traffic estimates - New Airport in Lisbon - New ATM system implementation - Determined Costs evolution
Actions agreed upon	For en-route: - ANAC agreed to send additional information regarding the expected evolution of staff costs. - ANAC would reconsider the incentives model proposed. Terminal: - ANAC would check terminal determined costs in the look out for possible further efficiciencies / cost savings.
Points of disagreement and reasons	
Final outcome of the consultation	Users comments were taken into consideration, especially regarding the incentives model that was adjusted in the current proposal. Regarding terminal determined costs, as the main driver is the implementation of the new ATM system, it was not possible to revise the initial estimate.

Additional comments

#3 - Professional staff representative bodies	
Stakeholder group composition	There were no participants from staff representative bodies.

Dates of main meetings / correspondence	24th of July 2024
Main issues discussed	Not applicable
Actions agreed upon	Not applicable
Points of disagreement and reasons	Not applicable
Final outcome of the consultation	Not applicable

Additional comments

#4 - Airport operators	
Stakeholder group composition	There were no participants from the airports operator.
Dates of main meetings / correspondence	24th of July 2024
Main issues discussed	Not applicable
Actions agreed upon	Not applicable
Points of disagreement and reasons	Not applicable
Final outcome of the consultation	Not applicable

Additional comments

#5 - Airport coordinator	
Stakeholder group composition	There were no participants from the airport coordinator.
Dates of main meetings / correspondence	24th of July 2024
Main issues discussed	Not applicable
Actions agreed upon	Not applicable
Points of disagreement and reasons	Not applicable
Final outcome of the consultation	Not applicable

Additional comments

#6 - Other (specify)	
Stakeholder group composition	
Dates of main meetings / correspondence	
Main issues discussed	
Actions agreed upon	
Points of disagreement and reasons	
Final outcome of the consultation	

Additional comments

1.4 - List of airports subject to the performance and charging Regulation

1.4.1 - Airports as per Article 1(3) (IFR movements ≥ 80 000)

ICAO code	Airport name	Charging Zone	IFR air transport movements			
			2021	2022	2023	Average
LPPT	Lisbon	Portugal - TCZ	115 380	202 609	226 762	181 584
LPPR	Porto	Portugal - TCZ	53 942	92 342	104 248	83 511

1.4.2 Other airports added on a voluntary basis as per Article 1(4)

Number of airports	9		
ICAO code	Airport name	Charging Zone	Additional information
LPFR	Faro	Portugal - TCZ	
LPMA	Madeira	Portugal - TCZ	
LPPD	Ponta Delgada	Portugal - TCZ	
LPHR	Horta	Portugal - TCZ	
LPAZ	Santa Maria	Portugal - TCZ	
LPPS	Porto Santo	Portugal - TCZ	
LPFL	Flores	Portugal - TCZ	
LPCS	Cascais	Portugal - TCZ	

Additional comments

1.5 - Services under market conditions

Number of services under market conditions	0

1.6 - Process followed to develop and adopt a FAB Performance Plan

Description of the process
Not applicable

1.7 - Establishment and application of a simplified charging scheme

Is the State intending to establish and apply a simplified charging scheme for any charging zone/ANSP?	No

SECTION 2: INVESTMENTS

2.0 - Summary of investments

2.1 - Investments - NAV Portugal (Continental)

- 2.1.1 - Summary of investments
- 2.1.2 - Detail of new major investments
- 2.1.3 - Other new and existing investments

2.2 - Investments - Estado Maior da Força Aérea

- 2.2.1 - Summary of investments
- 2.2.2 - Detail of new major investments
- 2.2.3 - Other new and existing investments

2.3 - Investments - Estado Maior da Armada

- 2.3.1 - Summary of investments
- 2.3.2 - Detail of new major investments
- 2.3.3 - Other new and existing investments

2.4 - Investments - IPMA

- 2.4.1 - Summary of investments
- 2.4.2 - Detail of new major investments
- 2.4.3 - Other new and existing investments

Annexes of relevance to this section

ANNEX E. INVESTMENTS

NOTE: The requirements as per Annex II, 2.2.(c) are addressed in item 4.1.3

2.0 - Summary of Investments

NAV Portugal (Continental)

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)					
				2025	2026	2027	2028	2029
New major investments for RP4 (Table A)	52 731 000	31 644 000	Average NBV	315 434	1 516 110	9 621 402	21 733 777	24 968 523
			Depreciation	29 133	154 515	2 077 901	2 756 348	3 315 160
			Cost of leasing	0	0	0	0	0
Other new investments for RP4 (below 5M€) (Table B)	7 501 000	39 141 000	Average NBV	9 590 624	20 236 509	25 711 406	24 795 600	24 915 943
			Depreciation	3 046 180	5 853 644	7 459 388	8 663 850	9 094 644
			Cost of leasing	0	0	0	0	0
Major investments from RP3 (Tables C + D)	105 653 105	73 023 090	Average NBV	40 700 298	30 132 561	20 288 509	15 841 219	13 701 775
			Depreciation	13 334 273	12 862 201	13 289 903	11 443 678	2 840 210
			Cost of leasing	0	0	0	0	0
Existing investments from previous reference periods (Table E)	0	0	Average NBV	52 210 627	52 093 950	52 425 066	56 999 846	45 012 924
			Depreciation	4 929 619	3 577 312	1 350 045	630 107	2 388 180
			Cost of leasing	0	0	0	0	0
Total for the ANSP in RP4	**165 885 105**	**143 808 090**	Average NBV	**102 816 982**	**103 979 129**	**108 046 382**	**119 370 442**	**108 599 165**
			Depreciation	**21 339 205**	**22 447 672**	**24 177 237**	**23 493 983**	**17 638 194**
			Cost of leasing	**0**	**0**	**0**	**0**	**0**

Estado Maior da Força Aérea

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)					
				2025	2026	2027	2028	2029
New major investments for RP4 (Table A)	0	0	Average NBV	0	0	0	0	0
			Depreciation	0	0	0	0	0
			Cost of leasing	0	0	0	0	0
Other new investments for RP4 (below 5M€) (Table B)	0	0	Average NBV	0	0	0	0	0
			Depreciation	0	0	0	0	0
			Cost of leasing	0	0	0	0	0
Major investments from RP3 (Tables C + D)	10 913 839	258 711	Average NBV	206 969	198 345	189 721	181 097	172 474
			Depreciation	8 624	8 624	8 624	8 624	8 624
			Cost of leasing	0	0	0	0	0
Existing investments from previous reference periods (Table E)	0	0	Average NBV	16 079 520	16 079 520	16 079 520	16 079 520	16 079 520
			Depreciation	104 304	104 304	104 304	104 304	104 304
			Cost of leasing	0	0	0	0	0
Total for the ANSP in RP4	**10 913 839**	**258 711**	Average NBV	**16 286 488**	**16 277 864**	**16 269 241**	**16 260 617**	**16 251 993**
			Depreciation	**112 928**	**112 928**	**112 928**	**112 928**	**112 928**
			Cost of leasing	**0**	**0**	**0**	**0**	**0**

Estado Maior da Armada

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)					
				2025	2026	2027	2028	2029
New major investments for RP4 (Table A)	0	0	Average NBV	0	0	0	0	0
			Depreciation	0	0	0	0	0
			Cost of leasing	0	0	0	0	0
Other new investments for RP4 (below 5M€) (Table B)	0	0	Average NBV	0	0	0	0	0
			Depreciation	0	0	0	0	0
			Cost of leasing	0	0	0	0	0
Major investments from RP3 (Tables C + D)	0	0	Average NBV	0	0	0	0	0
			Depreciation	0	0	0	0	0
			Cost of leasing	0	0	0	0	0
Existing investments from previous reference periods (Table E)	0	0	Average NBV	15 658 811	15 667 434	15 676 058	15 684 682	15 693 305
			Depreciation	101 575	101 575	101 575	103 505	105 679
			Cost of leasing	0	0	0	0	0
Total for the ANSP in RP4	**0**	**0**	Average NBV	**15 658 811**	**15 667 434**	**15 676 058**	**15 684 682**	**15 693 305**
			Depreciation	**101 575**	**101 575**	**101 575**	**103 505**	**105 679**
			Cost of leasing	**0**	**0**	**0**	**0**	**0**

IPMA

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)					
				2025	2026	2027	2028	2029
New major investments for RP4 (Table A)	0	0	Average NBV	0	0	0	0	0
			Depreciation	0	0	0	0	0
			Cost of leasing	0	0	0	0	0
Other new investments for RP4 (below 5M€) (Table B)	0	4 331 250	Average NBV	435 000	1 498 375	2 561 750	3 428 250	3 901 000
			Depreciation	118 000	315 000	512 000	669 000	748 000
			Cost of leasing	0	0	0	0	0
Major investments from RP3 (Tables C + D)	0	0	Average NBV	0	0	0	0	0
			Depreciation	0	0	0	0	0
			Cost of leasing	0	0	0	0	0
Existing investments from previous reference periods (Table E)	0	0	Average NBV	549 375	470 375	391 375	312 375	233 375
			Depreciation	79 000	79 000	79 000	79 000	79 000
			Cost of leasing	0	0	0	0	0
Total for the ANSP in RP4	**0**	**4 331 250**	Average NBV	**984 375**	**1 968 750**	**2 953 125**	**3 740 625**	**4 134 375**
			Depreciation	**197 000**	**394 000**	**591 000**	**748 000**	**827 000**
			Cost of leasing	**0**	**0**	**0**	**0**	**0**

2.1 - Investments - NAV Portugal (Continental)

Complementary information may be provided in ***ANNEX E***

2.1.1 - Investments from RP4

Table A - Number of new major investments (i.e. above 5 M€) for RP4	4

Ref. #	Name of new major investments (i.e. above 5 M€) for RP4	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Lifecycle (Amortisation period in years)	Planned date of entry into operation	Allocation (%)*	
					2025	2026	2027	2028	2029			En route*	Terminal*
A1	TOPSKY One	35 137 000	14 050 000	Average NBV	0	0	6 146 875	11 415 625	9 659 375	8	2027/2030	100%	
				Depreciation	0	0	1 756 250	1 756 250	1 756 250				
				Cost of leasing									
A2	Madeira Airport Tower (ATM, CNS and Infras)	7 501 000	7 501 000	Average NBV	0	0	0	3 600 228	6 899 910	10	2028		100%
				Depreciation	0	0	0	300 545	601 090				
				Cost of leasing									
A3	PBN Plan	3 214 000	3 214 000	Average NBV	0	817 000	2 038 666	2 534 241	2 464 432	10	2026/2028	100%	
				Depreciation	0	86 000	223 669	279 180	321 439				
				Cost of leasing									
A4	ILS Modernatization Plan	6 879 000	6 879 000	Average NBV	315 434	699 110	1 435 861	4 183 684	5 944 807	5/10	2025/2028		100%
				Depreciation	29 133	68 515	97 982	420 373	636 381				
				Cost of leasing									
Subtotal of new major investments from RP4		**52 731 000**	**31 644 000**	**Average NBV**	**315 434**	**1 516 110**	**9 621 402**	**21 733 777**	**24 968 523**				
				Depreciation	**29 133**	**154 515**	**2 077 901**	**2 756 348**	**3 315 160**				
				Cost of leasing	**0**	**0**	**0**	**0**	**0**				

** En route/Terminal allocation within the scope of the Regulation. The total % En route+terminal should be equal to 100%.*

Table B - Other new investments (below 5M€) from RP4

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Lifecycle (Amortisation period in years)	Planned date of entry into operation	Allocation (%)*	
				2025	2026	2027	2028	2029			En route*	Terminal*
Subtotal of other new investments from RP4	**43 060 000**	**39 141 000**	**Average NBV**	**9 590 624**	**20 236 509**	**25 711 406**	**24 795 600**	**24 915 943**				
			Depreciation	**3 046 180**	**5 853 644**	**7 459 388**	**8 663 850**	**9 094 644**				
			Cost of leasing									

** En route/Terminal allocation within the scope of the Regulation. The total % En route+terminal should be equal to 100%.*

2.1.2 - Investments from RP3

Table C - Number of major investments (i.e. above 5 M€) from RP3 performance plan	4

Ref. #	Name of major investments (i.e. above 5 M€) stemming from RP3 performance plan	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Lifecycle (Amortisation period in years)	Planned date of entry into operation	Allocation (%)*	
					2025	2026	2027	2028	2029			En route*	Terminal*
C1	TOPLIS - TOPSKY ACC	77 881 325	49 711 097	Average NBV	36 223 668	27 168 249	15 848 729	5 833 121	861 293	6 years	2021/2022	100%	0%
				Depreciation	11 486 319	11 519 519	11 519 519	8 911 698	1 031 958				
				Cost of leasing									
C2	TOPLIS - TOPSKY TWR's	9 686 193	5 748 332	Average NBV	161 189	108 667	399 043	4 710 019	8 376 824	12 years	2021/2022	0%	100%
				Depreciation	85 954	185 090	363 159	848 889	1 152 502				
				Cost of leasing									
C3	Lisbon Airport Expansion (ATM, CNS and Infras)	9 655 825	9 133 899	Average NBV	302 204	0	2 342 684	4 738 450	4 463 658	5 - 20 years	2021/2024	5%	95%
				Depreciation	604 408	0	249 633	563 834	655 750				
				Cost of leasing									
C4	Modernization of the Secondary Radars	8 429 762	8 429 762	Average NBV	4 013 237	2 855 645	1 698 053	559 629	0	8 - 20 years	2021/2023	95%	5%
				Depreciation	1 157 592	1 157 592	1 157 592	1 119 257	0				
				Cost of leasing									
Subtotal of major investments from RP3 performance plan		**105 653 105**	**73 023 090**	**Average NBV**	**40 700 298**	**30 132 561**	**20 288 509**	**15 841 219**	**13 701 775**				
				Depreciation	**13 334 273**	**12 862 201**	**13 289 903**	**11 443 678**	**2 840 210**				
				Cost of leasing	**0**	**0**	**0**	**0**	**0**				

** En route/Terminal allocation within the scope of the Regulation. The total % En route+terminal should be equal to 100%.*

Table D - Number of major investments (i.e. above 5 M€) added during RP3	0

2.1.3 - Existing investments from previous reference periods

Table E - Existing investments from previous RPs

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Lifecycle (Amortisation period in years)	Planned date of entry into operation	Allocation (%)*	
				2025	2026	2027	2028	2029			En route*	Terminal*
Subtotal of existing investments from previous RPs			**Average NBV**	**52 210 627**	**52 093 950**	**52 425 066**	**56 999 846**	**45 012 924**				
			Depreciation	**4 929 619**	**3 577 312**	**1 350 045**	**630 107**	**2 388 180**				
			Cost of leasing									

** En route/Terminal allocation within the scope of the Regulation. The total % En route+terminal should be equal to 100%.*

2.1.4 - Detail of new major investments for RP4 from table A

NOTE: Section 1.3 (Stakeholder Consultation) should include details on the consultation with airspace users' representatives on new major investments.

Name of new major investment 1	***TOPSKY One***		Reference #	***A1***	Total value of the asset		***35 137 000***	
Main category of the investment	New ATM system	Overhaul of existing ATM system	Other ATM	CNS	Infrastructure	Ancilliary	Other	
	x				*x*			
Description of the asset	The current ATM system COOPANS/TopSky ATC, had its initial operational service start over 12 years, making it outdated and the end of its operational life is approaching . The technological advancements and changes in the aviation industry have rendered the current system less effective and efficient compared to modern solutions. The latest version of TopSky has undergone a significant transformation to enhance its performance. The supplier, Thales has undertaken key modifications aimed at simplifying its architecture and increasing its flexibility. One pivotal change involves reengineering the fundamental components of the system. Thales is transitioning from a complex configuration to a more streamlined framework that offers greater adaptability. This transition requires several modifications, such as adopting a new operating system, utilizing containerization technology for software management, and incorporating a service layer for seamless integration. The system operates using Java, a modern and widely used programming language. Additionally, Thales has revamped the user interface, making it more intuitive and user-friendly. These modifications enable easier integration with third-party solutions, enhancing the system's adaptability. Thales has implemented advanced development and testing methodologies. They've employed modern practices to expedite and optimize their processes. For instance, they've encapsulated different software components into containers, facilitating better organization and management. They've also automated various tasks, improving the overall efficiency. This updated system also features new capabilities such as Dynamic Airspace Management, Aircraft Capability Management, Virtual Central Operations, Open ATM, and Automatic Speech Recognition (exclusively for simulations). Thales has incorporated a new research to refine the HMI, making it more user-friendly. In summary, the TopSky product evolution includes a comprehensive overhaul of the existing air traffic management system, resulting in a simplified, more intelligent, and more interoperable solution. These improvements enhance its capabilities, adaptability, and usability, ultimately contributing to more effective air traffic control operations.							
Is the investment mandated by a SES Regulation (i.e. PCP/CP1/Interoperability)? If yes please provide description/reference	Yes	TopSky modernization is necessary to achieve the full CP1 (Common Project 1) compliance. Compliance with regulatory standards and requirements is crucial for maintaining operational integrity and safety. The upgraded system will incorporate the existing IR CP1 features and capabilities available in the TopSky ATC, while deploying the IR CP1 AF5/FF-ICE/R1 and the AF6/ADS-C EPP.						
For investments in new ATM systems and major overhauls of ATM systems, information on the consistency of the investment with the European ATM Master Plan		The modernization effort will bring COOPANS in line with the European ATM Master Plan and the Digital Europen Sky initiative, and to be able to support future requirements and standards. This overhaul creates enablers for future TBO implementation, and other SDO's like Virtualization of Operations and Service-oriented delivery model.						
Level of impact of the investment	Network level							
	Local level							
Quantitative impact per KPA		Safety	Environment	Capacity	Cost Efficiency			
		Major	Significant	Significant	Major			

Benefits for airspace users and results of the consultation of airspace users' representatives		Resilience (Business Continuity and Security): The upgraded ATM system is expected to be more resilient in terms of software, and security. Using the latest technology, including cutting-edge cybersecurity methods, improves resilience, ensuring better business continuity, and minimizing disruptions due to technical failures or security breaches. This enhanced resilience directly contributes to maintaining the safety and security of air traffic operations. Safety: The upgraded ATM system enhances operational safety by introducing various new features. These provide ATCOs with better situational awareness, improving decision-making and equipping them with the tools to respond swiftly to any arising issues. Capacity: The upgraded system is anticipated to offer greater capacity, enabling it to handle a higher volume of flights. As air travel demand continues to increase, having the ability to manage more flights efficiently is crucial for avoiding congestion and delays within the airspace. Productivity: The upgraded ATM system will incorporate advanced controller tools that empower air traffic controllers (ATCOs) to efficiently manage more flights per ATCO hour. These tools include automation, data analytics, and improved decision-support systems, all of which can streamline operations and enhance overall productivity. Cost-effectiveness: The decision to upgrade the current system to the TopSky One version provides a cost-effective solution that is compatible with the previous levels of capital expenditure by the COOPANS partners and which, through cost-sharing, represents a considerably lower investment effort per ANSP than for the other ANSPs served by the same supplier or, indeed, the other suppliers in Europe.	
Joint investment / partnership	Yes	If yes, please provide reference to joint project and/or indicate reference to cross-border initiatives	Digital Sky Demonstartor - Project 101122636 — 22-EU-TG-EXODUS

Name of new major investment 2	***Madeira Airport Tower (ATM, CNS and Infras)***	Reference #	***A2***	Total value of the asset		***7 501 000***	
Main category of the investment	New ATM system	Overhaul of existing ATM system	Other ATM	CNS	Infrastructure	Ancilliary	Other
				x	*x*	*x*	
Description of the asset	Madeira airport in the last decade had a significant growth of traffic. The actual airport control tower facilities don't have space to accommodate the opening of new positions or the deployment of additional systems as the TopSky TWR ATM. To overcome those operational constraints the airport control tower as to be relocated in another location of the airport. The overall investment will contribute to increase capacity and efficiency.						
Is the investment mandated by a SES Regulation (i.e. PCP/CP1/Interoperability)? If yes please provide description/reference	No						
For investments in new ATM systems and major overhauls of ATM systems, information on the consistency of the investment with the European ATM Master Plan	n/a						
Level of impact of the investment	Network level	The airport receives medium to long-haul flights from most European countries. Due to the challenging and somewhat common operational constraints due to weather, the improvement of the ATM capabilities enhances the ability of the airport to recover from weather-related disturbances.					

	Local level	Since the Madeira airport is located in the outermost European region air transport is the major way to connect the island to the world.

Quantitative impact per KPA	Safety	Environment	Capacity	Cost Efficiency
	N/A	N/A	Significant	Negligeable

Results of the consultation of airspace users' representatives			
Joint investment / partnership	Click to select	If yes, please provide reference to joint project and/or indicate reference to cross-border initiatives	

Name of new major investment 3	***PBN Plan***	Reference #	***A3***	Total value of the asset	***3 214 000***

Main category of the investment	New ATM system	Overhaul of existing ATM system	Other ATM	CNS	Infrastructure	Ancilliary	Other
				x			

Description of the asset		The Portuguese aviation authority and stakeholders developed a PBN transition plan in line with Regulation (UE) 2018/1048. Version 2.1 of the plan was approved in 2023. In the PBN plan, most existing navaids will be decommissioned, while some of the remaining that are approaching the end of their life cycle will be renewed.
Is the investment mandated by a SES Regulation (i.e. PCP/CP1/Interoperability)? If yes please provide description/reference	Yes	Regulation (UE) 2018/1048
For investments in new ATM systems and major overhauls of ATM systems, information on the consistency of the investment with the European ATM Master Plan		n/a
Level of impact of the investment	Network level	
	Local level	

Quantitative impact per KPA	Safety	Environment	Capacity	Cost Efficiency
	Click to select	Negligeable	Click to select	Significant

Benefits for airspace users and results of the consultation of airspace users' representatives		The PBN plan drafting included a dedicated consultation of the stakeholders identified in the Regulation (UE) 2018/1048, as: - Airport operators, air space users and there organizations; - The network manager as article nº3, nº1 of Regulation (UE) 677/2011; - The ANSPs of the adjacent air space blocks.
Joint investment / partnership	No	If yes, please provide reference to joint project and/or indicate reference to cross-border initiatives	

Name of new major investment 4	***ILS Modernatization Plan***	Reference #	***A4***	Total value of the asset	***6 879 000***

Main category of the investment	New ATM system	Overhaul of existing ATM system	Other ATM	CNS	Infrastructure	Ancilliary	Other
				x			

	The Portuguese aviation authority and stakeholders developed a PBN transition plan in line with Regulation (UE) 2018/1048

Description of the asset		The Portuguese aviation authority and stakeholders developed a PBN transition plan in line with Regulation (UE) 2018/1048. Version 2.1 of the plan was approved in 2023. In the PBN plan, the ILS will be maintained to keep the low visibility conditions of the major, or challenging, airports where such systems are installed in Portugal. Some that are approaching the end of their life cycle will be renewed, and a new one will be installed in the Porto Airport runway 35 to avoid degradations of the airport capacity when this runway is being used for arrivals.			
Is the investment mandated by a SES Regulation (i.e. PCP/CP1/Interoperability)? If yes please provide description/reference	Yes	Regulation (UE) 2018/1048			
For investments in new ATM systems and major overhauls of ATM systems, information on the consistency of the investment with the European ATM Master Plan		n/a			
Level of impact of the investment	Network level				
	Local level				
Quantitative impact per KPA		Safety	Environment	Capacity	Cost Efficiency
		Significant	Negligeable	Significant	Significant
Benefits for airspace users and results of the consultation of airspace users' representatives		The PBN plan drafting included a dedicated consultation of the stakeholders identified in the Regulation (UE) 2018/1048, as: - Airport operators, air space users and there organizations; - The network manager as article nº3, nº1 of Regulation (UE) 677/2011; - The ANSPs of the adjacent air space blocks.			
Joint investment / partnership	No	If yes, please provide reference to joint project and/or indicate reference to cross-border initiatives			

2.1.5 - Details on other new investments for RP4 from table B

Overall description and justification of the costs nature and benefits of other new and existing investments in fixed assets planned over the reference period
The other investments are mostly related to replacing "end of life" CNS systems and the ANS buildings renewal. New ATM/CNS technologies are on the implementation plan (e.g. introduction of "safety nets" for runway incursions and airport surveillanace systems to increase the capacity and safety of airport operations).

Ref. #	Name of other new investments for RP4	Master Plan reference (if any)	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Description
						2025	2026	2027	2028	2029	
B1					Average NBV						
					Depreciation						
					Cost of leasing						
B2					Average NBV						
					Depreciation						
					Cost of leasing						
					Average NBV						

B3					Depreciation						
					Cost of leasing						
B4					Average NBV						
					Depreciation						
					Cost of leasing						
B5					Average NBV						
					Depreciation						
					Cost of leasing						
B6					Average NBV						
					Depreciation						
					Cost of leasing						
B7					Average NBV						
					Depreciation						
					Cost of leasing						
B8					Average NBV						
					Depreciation						
					Cost of leasing						
B9					Average NBV						
					Depreciation						
					Cost of leasing						
B10					Average NBV						
					Depreciation						
					Cost of leasing						

2.2 - Investments - Estado Maior da Força Aérea

*Complementary information may be provided in **ANNEX E***

2.2.1 - Investments from RP4

Table A - Number of new major investments (i.e. above 5 M€) for RP4	0

Table B - Other new investments (below 5M€) from RP4

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Lifecycle (Amortisation period in years)	Planned date of entry into operation	Allocation (%)*	
				2025	2026	2027	2028	2029			En route*	Terminal*
Subtotal of other new investments from RP4			**Average NBV**									
			Depreciation									
			Cost of leasing									

** En route/Terminal allocation within the scope of the Regulation. The total % En route+terminal should be equal to 100%.*

2.2.2 - Investments from RP3

Table C - Number of major investments (i.e. above 5 M€) from RP3 performance plan	1

Ref. #	Name of major investments (i.e. above 5 M€) stemming from RP3 performance plan	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Lifecycle (Amortisation period in years)	Planned date of entry into operation	Allocation (%)*	
					2025	2026	2027	2028	2029			En route*	Terminal*
C1	AW119MKII Aquisition	10 913 839	258 711	Average NBV	206 969	198 345	189 721	181 097	172 474	30	01-01-2019	100%	0%
				Depreciation	8 624	8 624	8 624	8 624	8 624				
				Cost of leasing									
Subtotal of major investments from RP3 performance plan		**10 913 839**	**258 711**	**Average NBV**	**206 969**	**198 345**	**189 721**	**181 097**	**172 474**				
				Depreciation	**8 624**	**8 624**	**8 624**	**8 624**	**8 624**				
				Cost of leasing	**0**	**0**	**0**	**0**	**0**				

** En route/Terminal allocation within the scope of the Regulation. The total % En route+terminal should be equal to 100%.*

Table D - Number of major investments (i.e. above 5 M€) added during RP3	0

31945,29861	31945,29861	31945,29861	31945,29861	31945,29861

2.2.3 - Existing investments from previous reference periods

Table E - Existing investments from previous RPs

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Lifecycle (Amortisation period in years)	Planned date of entry into operation	Allocation (%)*	
				2025	2026	2027	2028	2029			En route*	Terminal*
Subtotal of existing investments from previous RPs			**Average NBV**	**16 079 520**	**16 079 520**	**16 079 520**	**16 079 520**	**16 079 520**			100%	0%
			Depreciation	**104 304**	**104 304**	**104 304**	**104 304**	**104 304**				
			Cost of leasing	**0**	**0**	**0**	**0**	**0**				

** En route/Terminal allocation within the scope of the Regulation. The total % En route+terminal should be equal to 100%.*

2.2.4 - Detail of new major investments for RP4 from table A

Not applicable

2.2.5 - Details on other new investments for RP4 from table B

Overall description and justification of the costs nature and benefits of other new and existing investments in fixed assets planned over the reference period

Ref. #	Name of other new investments for RP4	Master Plan reference (if any)	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Description
						2025	2026	2027	2028	2029	
B1					Average NBV						
					Depreciation						
					Cost of leasing						
B2					Average NBV						
					Depreciation						
					Cost of leasing						
B3					Average NBV						
					Depreciation						
					Cost of leasing						
B4					Average NBV						
					Depreciation						
					Cost of leasing						
B5					Average NBV						
					Depreciation						
					Cost of leasing						
B6					Average NBV						
					Depreciation						

					Cost of leasing						
B7					Average NBV						
					Depreciation						
					Cost of leasing						
B8					Average NBV						
					Depreciation						
					Cost of leasing						
B9					Average NBV						
					Depreciation						
					Cost of leasing						
B10					Average NBV						
					Depreciation						
					Cost of leasing						

2.3 - Investments - Estado Maior da Armada

Complementary information may be provided in ***ANNEX E***

2.3.1 - Investments from RP4

Table A - Number of new major investments (i.e. above 5 M€) for RP4	0

Table B - Other new investments (below 5M€) from RP4

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Lifecycle (Amortisation period in years)	Planned date of entry into operation	Allocation (%)*	
				2025	2026	2027	2028	2029			En route*	Terminal*
Subtotal of other new investments from RP4			**Average NBV**									
			Depreciation									
			Cost of leasing									

** En route/Terminal allocation within the scope of the Regulation. The total % En route+terminal should be equal to 100%.*

2.3.2 - Investments from RP3

Table C - Number of major investments (i.e. above 5 M€) from RP3 performance plan	0

Table D - Number of major investments (i.e. above 5 M€) added during RP3	0

2.3.3 - Existing investments from previous reference periods

Table E - Existing investments from previous RPs

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Lifecycle (Amortisation period in years)	Planned date of entry into operation	Allocation (%)*	
				2025	2026	2027	2028	2029			En route*	Terminal*
Subtotal of existing investments from previous RPs			**Average NBV**	**15 658 811**	**15 667 434**	**15 676 058**	**15 684 682**	**15 693 305**				
			Depreciation	**101 575**	**101 575**	**101 575**	**103 505**	**105 679**				
			Cost of leasing	**0**	**0**	**0**	**0**	**0**				

** En route/Terminal allocation within the scope of the Regulation. The total % En route+terminal should be equal to 100%.*

2.3.4 - Detail of new major investments for RP4 from table A

Not applicable

2.3.5 - Details on other new investments for RP4 from table B

Overall description and justification of the costs nature and benefits of other new and existing investments in fixed assets planned over the reference period

Ref. #	Name of other new investments for RP4	Master Plan reference (if any)	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Description
						2025	2026	2027	2028	2029	
B1					Average NBV						
					Depreciation						
					Cost of leasing						
B2					Average NBV						
					Depreciation						
					Cost of leasing						
B3					Average NBV						
					Depreciation						
					Cost of leasing						
B4					Average NBV						
					Depreciation						
					Cost of leasing						
B5					Average NBV						
					Depreciation						
					Cost of leasing						
B6					Average NBV						
					Depreciation						
					Cost of leasing						
B7					Average NBV						
					Depreciation						
					Cost of leasing						
B8					Average NBV						
					Depreciation						
					Cost of leasing						
B9					Average NBV						
					Depreciation						
					Cost of leasing						
B10					Average NBV						
					Depreciation						
					Cost of leasing						

2.4 - Investments - IPMA

Complementary information may be provided in ***ANNEX E***

2.4.1 - Investments from RP4

Table A - Number of new major investments (i.e. above 5 M€) for RP4	0

Table B - Other new investments (below 5M€) from RP4

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Lifecycle (Amortisation period in years)	Planned date of entry into operation	Allocation (%)*	
				2025	2026	2027	2028	2029			En route*	Terminal*
Subtotal of other new investments from RP4		**4 331 250**	**Average NBV**	**435 000**	**1 498 375**	**2 561 750**	**3 428 250**	**3 901 000**	5	2025	85%	15%
			Depreciation	**118 000**	**315 000**	**512 000**	**669 000**	**748 000**	5	2025		
			Cost of leasing	**0**	**0**	**0**	**0**	**0**				

** En route/Terminal allocation within the scope of the Regulation. The total % En route+terminal should be equal to 100%.*

2.4.2 - Investments from RP3

Table C - Number of major investments (i.e. above 5 M€) from RP3 performance plan	0

Table D - Number of major investments (i.e. above 5 M€) added during RP3	0

2.4.3 - Existing investments from previous reference periods

Table E - Existing investments from previous RPs

	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Lifecycle (Amortisation period in years)	Planned date of entry into operation	Allocation (%)*	
				2025	2026	2027	2028	2029			En route*	Terminal*
Subtotal of existing investments from previous RPs			**Average NBV**	**549 375**	**470 375**	**391 375**	**312 375**	**233 375**			85%	15%
			Depreciation	**79 000**	**79 000**	**79 000**	**79 000**	**79 000**	10			
			Cost of leasing	**0**	**0**	**0**	**0**	**0**				

** En route/Terminal allocation within the scope of the Regulation. The total % En route+terminal should be equal to 100%.*

2.4.4 - Detail of new major investments for RP4 from table A

Not applicable

2.4.5 - Details on other new investments for RP4 from table B

Overall description and justification of the costs nature and benefits of other new and existing investments in fixed assets planned over the reference period
During RP4 IPMA plans to make an upgrade to MET equipment, IT infrastructure and improve IPMA headquarters infrastructures, enhancing its energy efficiency. With these investments, IPMA aims to improve the quality of its weather observations, forecasts and weather warning system. Which in turn will improve the safety of en route and terminal operations.

Ref. #	Name of other new investments for RP4	Master Plan reference (if any)	Total value of the asset (capex or contractual leasing value) (in **national currency**)	Value of the assets allocated to ANS in the scope of the performance plan (in **national currency**)	Elements for the calculation of the determined costs of investments (net book value (NBV), depreciation and cost of leasing) (in **national currency**)						Description
						2025	2026	2027	2028	2029	
B1	Infrastructures			1 182	Average NBV	394	394	394			Improvement to IPMA infrastructures, including the MWO and AMO facilities in IPMA headquarters;
					Depreciation	39	79	118	118	118	
					Cost of leasing						
B2	Equipment			3 152	Average NBV	394	788	788	788	394	Improvement of the lightning observation network of the Mailand and Madeira;
					Depreciation	79	236	394	551	630	
					Cost of leasing						
B3					Average NBV						
					Depreciation						
					Cost of leasing						
B4					Average NBV						
					Depreciation						
					Cost of leasing						
B5					Average NBV						
					Depreciation						
					Cost of leasing						
B6					Average NBV						
					Depreciation						
					Cost of leasing						
B7					Average NBV						
					Depreciation						
					Cost of leasing						
B8					Average NBV						
					Depreciation						
					Cost of leasing						
B9					Average NBV						
					Depreciation						
					Cost of leasing						
B10					Average NBV						
					Depreciation						
					Cost of leasing						

SECTION 3: PERFORMANCE TARGETS AND MEASURES FOR THEIR ACHIEVEMENT

3.1 - Safety targets

3.1.1 - Safety KPI #1: Level of Effectiveness of Safety Management achieved by ANSPs

3.2 - Environment targets

3.2.1 - Environment KPI #1: Horizontal en route flight efficiency (KEA)

3.3 - Capacity targets

3.3.1 - Capacity KPI #1: En route ATFM delay per flight
3.3.2 - Capacity KPI #2: Terminal and airport ANS ATFM arrival delay per flight
3.3.3 - ATCO Planning

3.4 - Cost-efficiency targets

3.4.1 - Cost-efficiency KPI #1: Determined unit cost (DUC) for en route ANS
En Route Charging Zone #x
3.4.2 - Cost-efficiency KPI #2: Determined unit cost (DUC) for terminal ANS
Terminal Charging Zone #x
3.4.3 - Cost allocation ATSP/CNSP
ATSP/CNSP #x
3.4.4 - Cost allocation METSP
METSP #x
3.4.5 - Cost allocation NSA
3.4.6 - Determined costs assumptions
ANSP #x
3.4.7 - Pension assumptions
3.4.8 - Interest rate assumptions for loans financing the provision of air navigation services
3.4.9 -Additional determined costs related to measures necessary to achieve the en route capacity targets
3.4.10 - Restructuring costs

3.5 - Additional KPIs / Targets

3.6 - Description of KPAs interdependencies and trade-offs including the assumptions used to assess those trade-offs

3.6.1 - Interdependencies and trade-offs between safety and other KPAs
3.6.2 - Interdependencies and trade-offs between capacity and environment
3.6.3 - Interdependencies and trade-offs between cost-efficiency and capacity
3.6.4 - Other interdependencies and trade-offs

Annexes of relevance to this section

ANNEX A. REPORTING TABLES & ADDITIONAL INFORMATION (EN-ROUTE)
ANNEX B. REPORTING TABLES & ADDITIONAL INFORMATION (TERMINAL)
ANNEX F. BASELINE VALUES (COST-EFFICIENCY)
ANNEX H. RESTRUCTURING MEASURES AND COSTS
ANNEX M. COST ALLOCATION
ANNEX J. OPTIONAL KPIs AND TARGETS
ANNEX O. JUSTIFICATIONS FOR THE LOCAL SAFETY TARGETS
ANNEX P. JUSTIFICATIONS FOR THE LOCAL ENVIRONMENT TARGETS
ANNEX Q. JUSTIFICATIONS FOR THE LOCAL CAPACITY TARGETS
ANNEX R. JUSTIFICATIONS FOR THE LOCAL COST-EFFICIENCY TARGETS
ANNEX U. VERIFICATION BY THE NSA OF THE COMPLIANCE OF THE COST BASE

SECTION 3.1: SAFETY KPA

3.1 - Safety targets

3.1.1 - Safety KPI #1: Level of Effectiveness of Safety Management achieved by ANSPs

a) Safety national performance targets

b) Justifications for the local safety performance targets

c) Main measures put in place to achieve the safety performance targets

Annexes of relevance to this section

ANNEX O. JUSTIFICATIONS FOR THE LOCAL SAFETY TARGETS

3 - PERFORMANCE TARGETS AT LOCAL LEVEL

3.1 - Safety targets

3.1.1 - Safety KPI #1: Level of Effectiveness of Safety Management achieved by ANSPs

a) Safety performance targets

	Number of Air Traffic Service Providers	1

		2025	2026	2027	2028	2029
		Target	Target	Target	Target	Target
NAV Portugal	Safety policy and objectives	C	C	C	C	C
	Safety risk management	C	C	C	D	D
	Safety assurance	C	C	C	C	C
	Safety promotion	C	C	C	C	C
	Safety culture	C	C	C	C	C
	Additional comments					

b) Justifications for the local safety performance targets

NAV Portugal has been consistently achieving level D in most of the Study Areas, including Safety Risk management. Assuming a change in the criteria for the different levels achievement we consider that level C is a resonable objetive to pursuit in all levels till 2027 and we expect to achieve level D in Safety Risk management at least in 2028, if not before. We consider that NAV Portugal SMS is mature and that it contains the necessary conditions for continuous improvement.

** Refer to Annex O, if necessary.*

c) Main measures put in place to achieve the local safety performance targets

Reinforce the safety management division in terms of human resources, particularly in the Safety Assessments and in the ATM occurrences investigation areas. Reinforce the role of local safety correspondents in the ATC and Technical units. Introduce more predictive tools and methodologies within the safety management activities.

** Refer to Annex O, if necessary.*

SECTION 3.2: ENVIRONMENT KPA

3.2 - Environment targets

3.2.1 - Environment KPI #1: Horizontal en route flight efficiency (KEA)
- a) Environment national performance targets
- b) Justifications for the local environment performance targets
- c) Main measures put in place to achieve the environment performance targets

Annexes of relevance to this section

ANNEX P. JUSTIFICATIONS FOR THE LOCAL ENVIRONMENT TARGETS

3.2 - Environment targets

3.2.1 - Environment KPI #1: Horizontal en route flight efficiency (KEA)

a) National environment performance targets

	2025	2026	2027	2028	2029
National reference values	1,48%	1,46%	1,44%	1,42%	1,40%

	2025	2026	2027	2028	2029
	Target	Target	Target	Target	Target
National targets	1,48%	1,46%	1,44%	1,42%	1,40%

b) Justifications for the local environment performance targets

Portugal continues commited to its best in class performance in environmental targets, and as such proposes to comply with its share to make sure that EU-wide environmental targets are met.

** Refer to Annex P, if necessary.*

c) Main measures put in place to achieve the local environment performance targets

In 2009, NAV Portugal introduced the first 24-hour free route airspace in Europe, with clear benefits for airspace users in terms of fuel savings and, consequently, emissions reductions.
Over the course of RP3, Portugal's performance on the KEA indicator has changed significantly, from 1.92 in 2020 to 1.52 today. This result is all the more significant as the airspace structure has not changed at all during this period, which means that this result is only the consequence of choices made by operators in terms of flight profiles.
The proposed targets are very challenging considering that the current Lisbon FIR airspace is FRA, so there is little room for improvement.
In order to achieve the proposed KEA targets, two main initiatives are being developed.
Capacity improvements to minimise re-routing measures and improvements to cross-border airspace.
- In accordance with EU REG 2021/116 (CP1), NAV Portugal is working with NM and with neighbouring ANSPs, ENAIRE Spain and ONDA Morocco, to develop local cross-border free route initiatives in conjunction with NAV Portugal, which will allow even more efficient flight profiles then today.
Aware of the impact of capacity shortage on the performance of the KEA indicator, NAV Portugal is working with the NM to redesign the entire airspace of the Lisbon FIR with new sectors capable of accommodating future traffic demand and making the best use of the planned cross-border free routes, in order to optimise traffic and airspace management in the Lisbon FIR.

** Refer to Annex P, if necessary.*

SECTION 3.3: CAPACITY KPA

3.3 - Capacity targets

3.3.1 - Capacity KPI #1: En route ATFM delay per flight
- a) National capacity performance targets
- b) Justifications for the local en route capacity performance targets
- c) Main measures put in place to achieve the local en route capacity performance targets

3.3.2 - Capacity KPI #2: Terminal and airport ANS ATFM arrival delay per flight
- a) National capacity performance targets
- b) Justifications for the local terminal capacity performance targets, including contribution to the improvement of the European ATM network performance
- c) Main measures put in place to achieve the local terminal capacity performance targets

3.3.3 - ATCO planning
- a) ATCOs in the scope of the performance plan
- b) ATCO planning at ACC level
- c) ATCO training

Annexes of relevance to this section

ANNEX Q. JUSTIFICATIONS FOR THE LOCAL CAPACITY TARGETS

3.3 - Capacity targets

3.3.1 - Capacity KPI #1: En route ATFM delay per flight

a) National capacity performance targets

	2025	2026	2027	2028	2029
National reference values	0,30	0,23	0,19	0,16	0,16

	2025	2026	2027	2028	2029
	Target	Target	Target	Target	Target
National targets	0,30	0,23	0,19	0,16	0,16

b) Justifications for the local en route capacity performance targets

The current proposed reference values take into account two important factors. The airspace structure of Lisbon FIR and the current level of ATCO resources in view of the strong traffic recovery over the last two years.
As far as the airspace structure in the Lisbon FIR is concerned, it should be noted that it is composed of a continental area and a large area of airspace over the sea. The transit times are very long and this has an impact on the capacity in these sectors. This reality was pointed out to the NM and it was emphasised that the current ATFM en-route delay target is completely unrealistic given the existing airspace structure.
Another aspect is that the traffic in the Lisbon FIR has recovered faster than predicted after the pandemic, which has created huge challenges in managing the ATCO resources to meet the daily operational needs and those arising from other aspects such as training and projects. In this sense, a recovery period is needed to reduce the current gap between present ATCO resources and future needs, which can be mitigated in the first years of the reference period.

** Refer to Annex Q, if necessary.*

c) Main measures put in place to achieve the local en route capacity performance targets

As mentioned above, two factors have a major impact on the capacity values in the Lisbon FIR. The airspace structure and the number of ATCO resources.
With regard to the first aspect, NAV Portugal is working with the NM to completely restructure the entire airspace in the Lisbon FIR with new sectors capable of accommodating future traffic demand, providing more capacity and reducing the current bottlenecks. This project is expected to take place between 2025 and 2026.
In parallel with this initiative, NAV Portugal has continued to invest in its intensive recruitment plan for air traffic controllers, with 24 trainees per year, with the aim of reducing the current ATCO gap.

** Refer to Annex Q, if necessary.*

3.3.2 - Capacity KPI #2: Terminal and airport ANS ATFM arrival delay per flight

a) National capacity performance targets

	2025	2026	2027	2028	2029
	Target	Target	Target	Target	Target
National targets	2,19	2,13	2,20	2,51	2,00
Additional comments					

Airport level	***LPPT-Lisbon***	3,78	3,57	3,52	4,45	3,40
	Airport contribution to national targets	**81,36%**				
	LPPR-Porto	1,57	1,57	2,07	1,57	1,56
	Airport contribution to national targets	**16,76%**				
	LPFR-Faro	0,06	0,32	0,05	0,05	0,05
	Airport contribution to national targets	**0,69%**				
	LPMA-Madeira	0,15	0,15	0,45	0,15	0,15
	Airport contribution to national targets	**0,60%**				
	LPPD-Ponta Delgada	0,07	0,07	0,07	0,07	0,07
	Airport contribution to national targets	**0,17%**				
	LPHR-Horta	0,03	0,03	0,03	0,03	0,03
	Airport contribution to national targets	**0,02%**				
	LPAZ-Santa Maria	0,06	0,06	0,06	0,06	0,06
	Airport contribution to national targets	**0,02%**				
	LPPS-Porto Santo	0,07	0,54	0,07	0,06	0,06
	Airport contribution to national targets	**0,04%**				
	LPFL-Flores	0,09	0,09	0,08	0,08	0,08
	Airport contribution to national targets	**0,02%**				
	LPCS-Cascais	0,50	0,49	0,97	0,45	0,42
	Airport contribution to national targets	**0,32%**				

b) Justifications for the local terminal capacity performance targets, including contribution to the improvement of the European ATM network performance

The current reference values show, on the one hand, the large contribution of Lisbon airport to the total delays in Portugal and, on the other hand, a sharp increase in traffic in almost all of them which reflects in terms of capacity availabe.
In fact, Lisbon is responsible for more than 80% of the total delays of all national airports, which demonstrates the limitations of the current infrastructure to cope with the increase in traffic that has been observed year after year, with a marked pressure especially on the ground side. Due to a several limitations and, above all, the impossibility of expanding this infrastructure, it is not foreseeable that there will be a significant improvement in delays at Lisbon during RP4.
As for the other airports, Porto is the second airport in terms of delays, and in this case the weather is the main cause that most affects this airport.

** Refer to Annex Q, if necessary.*

c) Main measures put in place to achieve the local terminal capacity performance targets

During RP4, several initiatives are planned at airport level, the most important being the implementation of a new TOPSKY TWR ATC system for the towers at Lisbon, Porto, Madeira, Cascais, Faro and Porto Santo.
In addition, there are plans to build a new control tower at Madeira capable of accommodating a digital tower. Those implementations will have significant impacts in terms of capacity during a short period of time and this hase been mark up in the delay figures for the affected airports mainly for the years 2027 and 2028.

** Refer to Annex Q, if necessary.*

3.3.3 - ATCO planning and training

NAV Portugal (Continental)

a) ATCOs in the scope of the performance plan

ATCOs in the scope of the performance plan		Actual	Forecast	Planned				
		2023	2024	2025	2026	2027	2028	2029
Number of ATCO in OPS (year-end FTEs) employed by the ANSP (for services within the scope of the performance plan)	ACC	146	157	171	183	189	189	194
	APP	30	31	33	35	35	35	35
	TWR	79	81	84	87	86	86	86
Number of ATCOs in OPS (year-end FTEs) allocated to the en route cost base(s)		154	165	180	192	199	199	204
Number of ATCO on other duties (year-end FTEs) employed by the ANSP		45	43	43	43	43	42	39

b) ATCO planning at ACC level

	Actual	Forecast	Planned				
Lisbon (LPPC ACC)	2023	2024	2025	2026	2027	2028	2029
Number of additional ATCOs in OPS planned to start working in the OPS room (FTEs)	6	14	16	15	9	8	7
Number of ATCOs in OPS planned to stop working in the OPS room (FTEs)	2	3	1	3	2	8	3
Number of ATCOs in OPS planned to be operational at year-end (FTEs)	154	165	180	192	199	199	204

Additional comments
The number of ATCOs expected to start working in the OPS room is calculated by taking the number of abinitios and the time it takes them to complete their training (around 15 months) plus the OJT in the ATS unit, which usually lasts between 8 and 10 months. In recent years, some ATCOs have completed their training between November and February (year n+1), which means that some ATCOs won't start work until year n+1. *In addition, this period may be shorter in some cases where ATCOs coming from other units have a level of experience appropriate to the requirements of the tasks to be performed at the ACC.*

c) ATCO Training

ATCO trainees of the ANSP	Actual	Forecast	Planned				
	2023	2024	2025	2026	2027	2028	2029
Number ATCO trainees at year end.	8	8	8	8	8	8	7

Description of the training process, including details on the average failure rate and the process used to allocate newly qualified ATCOs between ACC, APP and TWR positions.
The figures above reflect only the number of abinitios planned to start at ecah year. The abinitios have a 15 month training duration and then the new trainees are allocated to an ATS unit where they start there OJT which on average may take between 8 to 10 months. At the same time there are ATCOs moving from an ATS unit to another under the mobility program in place at NAV Portugal which allow ATCOs to move from Azores to mainland or other units to Lisbon ACC. *Since this number is not fixed it is impossible to preview how many ATCOs will be asking for this move along RP4 which also impiles another OJT in the ATS destination unit. Finally, on average , the sucess rate of the new trainees is above 80%.*

SECTION 3.4: COST-EFFICIENCY KPA

3.4 - Cost-efficiency targets

3.4.1 - Cost-efficiency KPI #1: Determined unit cost (DUC) for en route ANS

En Route Charging Zone #x

a) RP4 cost-efficiency performance targets

b) Information on the baseline values for the determined costs and the determined unit costs

c) Detailed justifications for the adjustments to the baseline values

d) Justification of the consistency of the local cost-efficiency performance targets with the Union-wide targets

e) Where a deviation from the Union-wide performance targets is observed, please indicate if the NSA considers those deviations to be necessary and proportionate

f) Main measures put in place to achieve the targets for determined unit cost (DUC) for en route ANS

g) Verification by the NSA

3.4.2 - Cost-efficiency KPI #2: Determined unit cost (DUC) for terminal ANS

Terminal Charging Zone #x

a) RP4 cost-efficiency performance targets

b) Information on the baseline values for the determined costs and the determined unit costs

c) Detailed justifications for the adjustments to the baseline values

d) Justifications for the local terminal cost-efficiency performance targets, including contribution to the improvement of the

e) Main measures put in place to achieve the targets for determined unit cost (DUC) for terminal ANS

f) Verification by the NSA

3.4.3 - Cost Allocation ATSP/CNSP

ATSP/CNSP #x

a) Summary of services provided

b) Allocation of costs by segment

c) Allocation of costs related to the provision of approach services

d) Description of other services and activities outside the scope of the performance plan and their financing

e) Changes in cost allocation methodology

f) Verification by the NSA

3.4.4 - Cost Allocation METSP

METSP #x

a) Summary of services provided

b) Allocation of costs by segment

c) Breakdown of determined meteorological costs between direct and core costs and allocation between en route and terminal services

d) Meteorological direct costs and allocation across charging zone(s)

e) Meteorological core costs and allocation across charging zone(s)

f) Changes in cost allocation methodology

g) Verification by the NSA

3.4.5 - Cost allocation NSA

a) Supervision costs

b) Search and rescue costs (if reported as part of the NSA costs)

c) Changes in cost allocation methodology

d) Verification by the NSA

3.4.6 - Determined costs assumptions

ANSP #x

3.4.6.1 - Operating costs

3.4.6.2 - Capital costs

3.4.6.3 - Costs for VFR exempted flights

3.4.6.4 - NSA verification

3.4.7 - Pension assumptions

3.4.7.1 Total pension costs

3.4.7.2 Assumptions for the "State" pension scheme

3.4.7.3 Assumptions for the occupational "Defined contributions" pension scheme

3.4.7.4 Assumptions for the occupational "Defined benefits" pension scheme

3.4.8 - Interest rate assumptions for loans financing the provision of air navigation services

3.4.9 - Additional determined costs related to measures necessary to achieve the en route capacity targets

a) Overall description of the measures necessary to achieve the en-route capacity targets for RP4, which induce additional costs

b) Detailed information on the additional costs of measures necessary to achieve the capacity targets for RP4

c) Detailed information on the additional costs of measures necessary to achieve the capacity targets for RP4 by nature by ANSP

d) Demonstration that the deviation from the Union-wide targets is exclusively due to the additional determined costs related to measures necessary to achieve the performance targets in capacity

3.4.10 - Restructuring costs

3.4.10.1 Restructuring costs from previous reference periods to be recovered in RP4

3.4.10.2 Restructuring costs planned for RP4

Annexes of relevance to this section

ANNEX A. REPORTING TABLES & ADDITIONAL INFORMATION (EN-ROUTE)

ANNEX B. REPORTING TABLES & ADDITIONAL INFORMATION (TERMINAL)

ANNEX F. BASELINE VALUES (COST-EFFICIENCY)

ANNEX H. RESTRUCTURING MEASURES AND COSTS

ANNEX M. COST ALLOCATION

ANNEX R. JUSTIFICATIONS FOR THE LOCAL COST-EFFICIENCY TARGETS

ANNEX U. VERIFICATION BY THE NSA OF THE COMPLIANCE OF THE COST BASE

3.4 - Cost-efficiency targets

3.4.1 - Cost-efficiency KPI #1: Determined unit cost (DUC) for en route ANS

En Route Charging Zone #1 - Portugal Continental

a) RP4 cost-efficiency performance targets

En route charging zone Name of the CZ	Baseline 2019 2019 B	Baseline 2024 2024 B	RP4 cost-efficiency targets (determined 2025-2029) 2025 D	 2026 D	 2027 D	 2028 D	 2029 D	2029D vs. 2019B (CAGR)	2029D vs. 2024B (CAGR)
Total en route costs in nominal terms (in national currency)	142 650 676	178 841 811	187 527 680	196 181 542	202 248 406	204 564 195	203 862 842	4,0%	2,7%
Total en route costs in real terms (in national currency at 2022 prices)	**153 881 891**	**168 391 173**	**173 833 297**	**178 823 942**	**181 450 080**	**180 203 147**	**175 678 205**	1,5%	0,9%
Total en route costs in real terms (in EUR2022) [1]	153 881 891	168 391 173	173 833 297	178 823 942	181 450 080	180 203 147	175 678 205	1,5%	0,9%
YoY variation				2,9%	1,5%	-0,7%	-2,5%		
Total en route Service Units (TSU)	4 033 877	4 499 986	4 705 663	4 843 423	4 973 620	5 108 952	5 211 160	2,9%	3,0%
YoY variation				2,9%	2,7%	2,7%	2,0%		
Real en route unit costs (in national currency at 2022 prices)	**38,15**	**37,42**	**36,94**	**36,92**	**36,48**	**35,27**	**33,71**	-1,4%	-2,1%
Real en route unit costs (in EUR2022) [1]	**38,15**	**37,42**	**36,94**	**36,92**	**36,48**	**35,27**	**33,71**	-1,4%	-2,1%
YoY variation				-0,1%	-1,2%	-3,3%	-4,4%		

National currency	EUR
[1] Average exchange rate 2022 (1 EUR=)	1
Forecast inflation index 2024 - Base 100 in 2022	107,67

b) Information on the baseline values for the determined costs and the determined unit costs

En route charging zone Name of the CZ	Baseline 2019 2019 B	Baseline 2024 2024 B	Actuals 2019 2019 A	Forecast 2024 2024 F	2019 Baseline adjustments	2024 Baseline adjustments
Total en route costs in nominal terms (in national currency)	142 650 676	178 841 811	143 628 143	178 720 320	-977 467	121 491
Total en route costs in real terms (in national currency at 2022 prices)	**153 881 891**	**168 391 173**	**154 919 671**	**168 278 334**	**-1 037 780**	**112 839**
Total en route costs in real terms (in EUR2022) [1]	153 881 891	168 391 173	154 919 671	168 278 334	-1 037 780	112 839
Total en route Service Units (TSU)	4 033 877	4 499 986	4 059 860	4 499 986	-25 983	0

c) Detailed justifications for the adjustments to the baseline values

c.1) Adjustments to the 2019 baseline value for the determined costs

Number of adjustments	9

Adjustment #1	Entity name	Entity type	Nature	Costs nominal NC	Costs real NC	Costs EUR2022
Change of cost allocation of NSA costs	ANAC	NSA/EUROCONTRO	Staff	-131 880	-131 880	-131 880
Description and justification of the adjustment						
Cost allocation between en-route and terminal for NSA services has been changed in RP3, and 15% of the overall costs with Air Navigation Services provision were considered as terminal costs.						

Adjustment #2	Entity name	Entity type	Nature	Costs nominal NC	Costs real NC	Costs EUR2022
Change of cost allocation of NSA costs	ANAC	NSA/EUROCONTRO	Other operating	-44 326	-44 326	-44 326
Description and justification of the adjustment						
Cost allocation between en-route and terminal for NSA services has been changed in RP3, and 15% of the overall costs with Air Navigation Services provision were considered as terminal costs.						

Adjustment #3	Entity name	Entity type	Nature	Costs nominal NC	Costs real NC	Costs EUR2022
Change of cost allocation of NSA costs	ANAC	NSA/EUROCONTRO	Depreciation	-418	-418	-418
Description and justification of the adjustment						
Cost allocation between en-route and terminal for NSA services has been changed in RP3, and 15% of the overall costs with Air Navigation Services provision were considered as terminal costs.						

Adjustment #4	Entity name	Entity type	Nature	Costs nominal NC	Costs real NC	Costs EUR2022
Change of cost allocation of NSA costs	ANAC	NSA/EUROCONTRO	Cost of capital	-32	-32	-32
Description and justification of the adjustment						
Cost allocation between en-route and terminal for NSA services has been changed in RP3, and 15% of the overall costs with Air Navigation Services provision were considered as terminal costs.						

Adjustment #5	Entity name	Entity type	Nature	Costs nominal NC	Costs real NC	Costs EUR2022
Change of cost allocation of Met costs	IPMA	MET	Staff	-393 300	-428 984	-428 984
Description and justification of the adjustment						
Cost allocation between en-route and terminal for MET services has been changed in RP3, and 15% of the overall costs with Air Navigation Services provision were considered as terminal costs.						

Adjustment #6	Entity name	Entity type	Nature	Costs nominal NC	Costs real NC	Costs EUR2022
Change of cost allocation of Met costs	IPMA	MET	Other operating	-384 300	-419 167	-419 167
Description and justification of the adjustment						
Cost allocation between en-route and terminal for NSA services has been changed in RP3, and 15% of the overall costs with Air Navigation Services provision were considered as terminal costs.						

Adjustment #7	Entity name	Entity type	Nature	Costs nominal NC	Costs real NC	Costs EUR2022
Change of cost allocation of Met costs	IPMA	MET	Depreciation	-105 900	-105 900	-105 900
Description and justification of the adjustment						
Cost allocation between en-route and terminal for NSA services has been changed in RP3, and 15% of the overall costs with Air Navigation Services provision were considered as terminal costs.						

Adjustment #8	Entity name	Entity type	Nature	Costs nominal NC	Costs real NC	Costs EUR2022
Change of cost allocation of Met costs	IPMA	MET	Cost of capital	-30 150	-30 150	-30 150
Description and justification of the adjustment						
Cost allocation between en-route and terminal for NSA services has been changed in RP3, and 15% of the overall costs with Air Navigation Services provision were considered as terminal costs.						

Adjustment #9	Entity name	Entity type	Nature	Costs nominal NC	Costs real NC	Costs EUR2022
Space weather services	SPECTRA/PECASUS	MET	Other operating	112 839	123 077	123 077
Description and justification of the adjustment						
To allow a fair comparison with RP4 estimated costs, where this component is considered, following the Joint Declaration by the States in the Single Sky Committee on the inclusion of charges for space weather information services in their RP4 performance plans.						

Total adjustments to the 2019 baseline value for the determined costs	**Costs nominal NC**	**Costs real NC**	**Costs EUR2022**
	-977 467	**-1 037 780**	**-1 037 780**

c.2) Adjustments to the 2019 service units

	Actual service units (M2)	Coefficient M2/M3	Source	Actual service units (M3)	Service units adjustment
Impact of transition to actual route flown					

Impact of transition to actual route flown	4 059 860	-0,64%	CRCO correction factor May 2019 (on 12 months)	4 033 877	-25 983

Other adjustment to the 2019 service units	No

Total adjustments to the 2019 service units	-25 983

c.3) Adjustments to the 2024 baseline value for the determined costs

Number of adjustments	1

Adjustment #1	Entity name	Entity type	Nature	Costs nominal NC	Costs real NC	Costs EUR2022
Space weather services	SPECTRA/PECASUS	MET	Other operating	121 491	112 839	112 839
Description and justification of the adjustment						
To allow a fair comparison with RP4 estimated costs, where this component is considered, following the Joint Declaration by the States in the Single Sky Committee on the inclusion of charges for space weather information services in their RP4 performance plans.						

	Costs nominal NC	Costs real NC	Costs EUR2022
Total adjustments to the 2024 baseline value for the determined costs	**121 491**	**112 839**	**112 839**

c.4) Adjustments to the 2024 service units

Other adjustment to the 2024 service units	No

d) Justification of the consistency of the local en route cost-efficiency performance targets with the Union-wide targets

The cost-efficiency targets proposed by Portugal, are compliant with the EU-wide targets for short and long term, with an average decrease of 2.2% / year in the DUC between 2024 and 2029, and a 1.4% / year decrease in the DUC between 2019 and 2029.
After updating Eurocontrol costs to reflect the new Network Manager cost estimate, DUC's average savings over RP4 decreased slightly to -2.1%, leaving long-term savings unchanged.

** Refer to Annex R, if necessary.*

e) Where a deviation from the Union-wide performance targets is observed, please indicate if the NSA considers those deviations to be necessary and proportionate under:

Additional costs of measures necessary to achieve the capacity targets for RP4	No	
Restructuring costs planned for RP4	No	

f) Main measures put in place to achieve the targets for determined unit cost (DUC) for en route ANS

Along RP3 there was a significant investment in capacity building at NAV. This investment, which included a new ATM system, as well as a continued effort to close the ATCO gap, is supposed to start to pay-off in RP4. On the one had, the ATCO gap, is expected to be closed by 2027, which allows for the remaining of the period to ease the recruitment effort. On the other hand, with the strategic decision of integrated an alliance for technologycal development, allows NAV to continue modernization / digitalization process, at more efficient costs, with a more moderate impact of the upgrade of the existing ATM system.

** Refer to Annex R, if necessary.*

g) Verification by the NSA

Confirmation by the NSA that the data and information included in this section have been verified in accordance with Art. 22(7) of IR 2019/317	Yes

3.4.2 - Cost-efficiency KPI #2: Determined unit cost (DUC) for terminal ANS

Terminal Charging Zone #1 - Portugal - TCZ

a) RP4 cost-efficiency performance targets

Terminal charging zone Name of the CZ	Baseline 2024 2024 B	RP4 cost-efficiency targets (determined 2025-2029) 2025 D	 2026 D	 2027 D	 2028 D	 2029 D	2029D vs. 2024B (CAGR)
Total terminal costs in nominal terms (in national currency)	50 788 363	53 924 325	58 132 373	59 923 823	64 167 844	66 483 345	5,5%
Total terminal costs in real terms (in national currency at 2022 prices)	**47 447 066**	**49 547 603**	**52 571 238**	**53 322 744**	**56 372 467**	**57 395 608**	3,9%
Total terminal costs in real terms (in EUR2022) [1]	47 447 066	49 547 603	52 571 238	53 322 744	56 372 467	57 395 608	3,9%
YoY variation			6,1%	1,4%	5,7%	1,8%	
Total terminal Service Units (TNSU)	329 626	344 757	358 447	371 006	383 604	393 130	3,6%
YoY variation			4,0%	3,5%	3,4%	2,5%	
Real terminal unit costs (in national currency at 2022 prices)	**143,94**	**143,72**	**146,66**	**143,72**	**146,95**	**146,00**	0,28%
Real terminal unit costs (in EUR2022) [1]	**143,94**	**143,72**	**146,66**	**143,72**	**146,95**	**146,00**	0,28%
YoY variation			2,0%	-2,0%	2,2%	-0,7%	

National currency	EUR
1 Average exchange rate 2022 (1 EUR=)	1
Forecast inflation index 2024 - Base 100 in 2022	107,67

b) Information on the baseline values for the determined costs and the determined unit costs

Terminal charging zone Name of the CZ	Baseline 2024 2024 B	Forecast 2024 2024 F	2024 Baseline adjustments
Total terminal costs in nominal terms (in national currency)	50 788 363	50 788 363	0
Total terminal costs in real terms (in national currency at 2022 prices)	**47 447 066**	**47 447 066**	**0**
Total terminal costs in real terms (in EUR2022) [1]	47 447 066	47 447 066	0
Total terminal Service Units (TNSU)	329 626	#REF!	#REF!

c) Detailed justifications for the adjustments to the baseline values

c.1) Adjustments to the 2024 baseline value for the determined costs

Number of adjustments	0

c.2) Adjustments to the 2024 service units

Adjustment to the 2024 service units	No

d) Justifications for the local terminal cost-efficiency performance targets, including contribution to the improvement of the European ATM network performance

The key driver to terminal determined costs is the expected investment in the new ATM system in the diffrent airports. This is a phased investment, which begins with smaller airports in 2026 (Porto Santo and Faro), ending in 2028 in the Lisbon airport. The delay in the implementation in the Lisbon airport is due to fact that a solution needs still to be found to deploy it in the existing tower. As such, the full impact of this investment should start to be felt precisely at the end of RP4.
Despite this, Portugal is proposing to maintain its DUC almost unchanged through RP4, with an expected 0,28% increase / year.

** Refer to Annex R, if necessary.*

e) Main measures put in place to achieve the targets for determined unit cost (DUC) for terminal ANS

As in the case of en-route, the investment in the new ATM system is expected to bring added flexibility and productivity, enabling not only better capacity management, which is critical, especially at the Lisbon airport, but also a more efficient structure in the future.

** Refer to Annex R, if necessary.*

f) Verification by the NSA

Confirmation by the NSA that the data and information included in this section have been verified in accordance with Art. 22(7) of IR 2019/3172	Yes

3.4.3 - Cost allocation ATSP/CNSP - NAV Portugal (Continental)

Complementary information may be provided in ANNEX M

a) Summary of services provided

Air navigation services provided		Description of the services provided by the concerned entity
ATS/ATM	Yes	All systems that assist aircraft to depart from an aerodrome, transit airspace, and land at a destination aerodrome, including Air Traffic Services (ATS), Airspace Management (ASM), and Air Traffic Flow and Capacity Management (ATFCM).
Communication	Yes	All facilities that assure the exchange of data or verbal information between aircraft and air traffic control for continental airspace, VHF (civil) and UHF (military) systems are used whereas for oceanic areas, high frequency systems and SATCOMs are used.
Navigation	Yes	All resources that allow the process of planning, recording, and controlling the movement of an aircraft from one place to another by providing accurate, reliable and seamless position determination capability.
Surveillance	Yes	All resources used by air traffic control to determine the position of aircraft: systems on the ground (such as SSR) communicate with equipment (such as transponders) on board the aircraft to determine the position and other details of the aircraft. Aircraft information, which may include position from GNSS or other means is determined on board and then transmitted to ATC in response to interrogation.
Search and rescue	No	
Aeronautical Information	Yes	All resources to ensure the flow of aeronautical information/data necessary for safety, regularity, economy and efficiency of international air navigation.
Meteorological services	No	
Services to OAT	Yes	Traffic information and alert services.
Cross-border ATS	Yes	Arrangements between Portugal and Spain, as described on page 4.1.

Description of the methodology used for allocating costs of facilities or services between different air navigation services based on the list of facilities and services listed in ICAO Regional Air Navigation Plan European Region (Doc 7754) as last amended and a description of the methodology used for allocating those costs between different charging zones.
NAV Portugal's cost accounting is tailored to its activity. Cost centers are defined according to its organizational structure and cover all activities. The cost allocation criterion is based on the final service provided by each cost center to each charging zone (En-route Lisboa, En-route Santa Maria and Portugal Terminal), using appropriate software (SAP/R3 and META4). Costs that cannot be directly attributed to the generating activities, i.e. overheads, are charged based on distribution keys that reflect the relevant contributions. The distribution by service is also supported by these cost centers, reflecting the contribution of the staff assigned to each function as well as the other resources required for the operation.

b) Allocation of costs by segment

ANSP costs by segments (in nominal terms in '000 national currency)	2025	2026	2027	2028	2029
Determined costs for en route charging zone(s) in the scope of the performance plan	163 492	170 922	176 025	177 751	176 384
Determined costs for terminal charging zone(s) in the scope of the performance plan	51 978	56 017	57 669	61 788	63 981
Forecasted costs for terminal services at airports outside the scope of the performance plan	0	0	0	0	0

Description of the criteria used to allocate costs between terminal and en route services in accordance with Article 22(5), including at airports outside the scope of the performance plan
The cost allocation methodology between en-route and terminal was presented in the previous question. NAV Portugal does not provide services to airports outside the scope of the performance plan.

c) Allocation of costs related to the provision of approach services

Allocation of costs related to approach services (in nominal terms in '000 national currency)	2025	2026	2027	2028	2029
Total determined costs for approach services	12 206	13 067	13 725	14 334	14 950
Determined costs for approach services allocated to the en route charging zone(s)	3 442	3 721	3 960	4 129	4 355
Determined costs for approach services allocated to the terminal charging zone(s) within the scope of the performance plan	8 764	9 345	9 765	10 205	10 595

Description of the methodology used for establishing approach costs and allocating them between en route and terminal services, including the distance from the relevant airport(s) used for allocating approach costs and description of the operational requirements on the basis of which that distance has been defined
It is worth noting that the allocation of costs related to the provision of approach services provided above is merely an estimate, since NAV Portugal's accounting system does not allow for specific information on the costs of the different phases of the flight. Therefore, this estimate was based on some internal assumptions about the effort and time spent on such an operation, assessed individually for each of the Company's relevant cost centers.

d) Description of other services and activities outside the scope of the performance plan and their financing

Based on the description of the services provided under item a) above, describe the nature of the activities outside the scope of the performance plan, the related costs and the arrangements in place to finance them as well as the methodology used by the NSA to ensure that these amounts are excluded from the cost bases charged to airspace user

Terminal ANS at airports (outside the scope of the performance plan)	No

Services to OAT	Yes
If yes, description of the arrangements for the financing of the services provided	
Services to OAT are provided to maintain adequate operational safety levels, in particular to non-OAT. The marginal cost associated with this service provision is neglectable (estimated to be zero), considering both the proportion of service provided in reference to the overall services and that no specific (nor additional) resources are allocated or used.	

Other ANS	Yes
If yes, description of the nature of the services provided and the geographical scope	
En-route air navigation services provided in Santa Maria Oceanic FIR, part of ICAO NAT Region.	
If yes, description of the arrangements for the financing of the services provided	
En-route charges specific to the Santa Maria Oceanic FIR	

Non ANS	Yes
If yes, description of the nature of activities (products and/or services) performed and the relevant markets/customers	
Slot allocation service, subject to a slot allocation fee, payable by the air operators who use coordinated airports and by the airport management entities of those airports.	

e) Changes in cost allocation methodology

Are there changes in the cost allocation criteria with respect to the previous reference period? If yes, please provide the description and justification of the changes and impact(s) on the determined costs and/or baseline.	No
No changes in the cost allocation criteria.	

f) Verification by the NSA

Confirmation by the NSA that the data and information included in this section have been verified in accordance with Art. 22(7) of IR 2019/317	Yes

3.4.3 - Cost allocation ATSP/CNSP - Estado Maior da Força Aérea

Complementary information may be provided in ANNEX M

a) Summary of services provided

Air navigation services provided		Description of the services provided by the concerned entity
ATS/ATM	No	
Communication	No	
Navigation	No	
Surveillance	No	
Search and rescue	Yes	Provision of search & rescue services
Aeronautical Information	No	
Meteorological services	No	
Services to OAT	No	
Cross-border ATS	No	

Description of the methodology used for allocating costs of facilities or services between different air navigation services based on the list of facilities and services listed in ICAO Regional Air Navigation Plan European Region (Doc 7754) as last amended and a description of the methodology used for allocating those costs between different charging zones
Search & rescue costs are fully allocated to en-route charging zones.

b) Allocation of costs by segment

ANSP costs by segments (in nominal terms in '000 national currency)	2025	2026	2027	2028	2029
Determined costs for en route charging zone(s) in the scope of the performance plan	4 353	4 426	4 512	4 568	4 657
Determined costs for terminal charging zone(s) in the scope of the performance plan	0	0	0	0	0
Forecasted costs for terminal services at airports outside the scope of the performance plan	0	0	0	0	0

Description of the criteria used to allocate costs between terminal and en route services in accordance with Article 22(5), including at airports outside the scope of the performance plan
Portuguese Air force costs are all allocated to en-route

c) Allocation of costs related to the provision of approach services

Allocation of costs related to approach services (in nominal terms in '000 national currency)	2025	2026	2027	2028	2029
Total determined costs for approach services	0	0	0	0	0
Determined costs for approach services allocated to the en route charging zone(s)	0	0	0	0	0
Determined costs for approach services allocated to the terminal charging zone(s) within the scope of the performance plan	**0**	**0**	**0**	**0**	**0**

Description of the methodology used for establishing approach costs and allocating them between en route and terminal services, including the distance from the relevant airport(s) used for allocating approach costs and description of the operational requirements on the basis of which that distance has been defined
The Portugese Air Force only provides Search and Rescue services, which are allocated to en-route.

d) Description of other services and activities outside the scope of the performance plan and their financing

Based on the description of the services provided under item a) above, describe the nature of the activities outside the scope of the performance plan, the related costs and the arrangements in place to finance them as well as the methodology used by the NSA to ensure that these amounts are excluded from the cost bases charged to airspace user

Terminal ANS at airports (outside the scope of the performance plan)	No

Services to OAT	Select
If yes, description of the arrangements for the financing of the services provided	

Other ANS	No

Non ANS	Yes
If yes, description of the nature of activities (products and/or services) performed and the relevant markets/customers	
The Portugese Air Force is part of the Defence structure of Portugal	

e) Changes in cost allocation methodology

Are there changes in the cost allocation criteria with respect to the previous reference period? If yes, please provide the description and justification of the changes and impact(s) on the determined costs and/or baseline.	No

f) Verification by the NSA

Confirmation by the NSA that the data and information included in this section have been verified in accordance with Art. 22(7) of IR 2019/317	Yes

3.4.3 - Cost allocation ATSP/CNSP - Estado Maior da Armada

Complementary information may be provided in ANNEX M

a) Summary of services provided

Air navigation services provided		Description of the services provided by the concerned entity
ATS/ATM	No	
Communication	No	
Navigation	No	
Surveillance	No	
Search and rescue	Yes	Provision of search & rescue services
Aeronautical Information	No	
Meteorological services	No	
Services to OAT	No	
Cross-border	No	

Description of the methodology used for allocating costs of facilities or services between different air navigation services based on the list of facilities and services listed in ICAO Regional Air Navigation Plan European Region (Doc 7754) as last amended and a description of the methodology used for allocating those costs between different charging zones
Search & rescue costs are fully allocated to en-route charging zones.

b) Allocation of costs by segment

ANSP costs by segments (in nominal terms in '000 national currency)	2025	2026	2027	2028	2029
Determined costs for en route charging zone(s) in the scope of the performance plan	1 972	2 008	2 044	2 083	2 123
Determined costs for terminal charging zone(s) in the scope of the performance plan	0	0	0	0	0
Forecasted costs for terminal services at airports outside the scope of the performance plan	0	0	0	0	0

Description of the criteria used to allocate costs between terminal and en route services in accordance with Article 22(5), including at airports outside the scope of the performance plan
Portuguese Air force costs are all allocated to en-route

c) Allocation of costs related to the provision of approach services

Allocation of costs related to approach services (in nominal terms in '000 national currency)	2025	2026	2027	2028	2029
Total determined costs for approach services	0	0	0	0	0
Determined costs for approach services allocated to the en route charging zone(s)	0	0	0	0	0
Determined costs for approach services allocated to the terminal charging zone(s) within the scope of the performance plan	**0**	**0**	**0**	**0**	**0**

Description of the methodology used for establishing approach costs and allocating them between en route and terminal services, including the distance from the relevant airport(s) used for allocating approach costs and description of the operational requirements on the basis of which that distance has been defined
The Portugese Navy only provides Search and Rescue services, which are allocated to en-route.

d) Description of other services and activities outside the scope of the performance plan and their financing

Based on the description of the services provided under item a) above, describe the nature of the activities outside the scope of the performance plan, the related costs and the arrangements in place to finance them as well as the methodology used by the NSA to ensure that these amounts are excluded from the cost bases charged to airspace user

Terminal ANS at airports (outside the scope of the performance plan)	No

Services to OAT	No

Other ANS	No

Non ANS	Yes
If yes, description of the nature of activities (products and/or services) performed and the relevant markets/customers	
The Portugese Navy is part of the Defence structure of Portugal	

e) Changes in cost allocation methodology

Are there changes in the cost allocation criteria with respect to the previous reference period? If yes, please provide the description and justification of the changes and impact(s) on the determined costs and/or baseline.	No

f) Verification by the NSA

Confirmation by the NSA that the data and information included in this section have been verified in accordance with Art. 22(7) of IR 2019/317	Yes

3.4.4 - Cost allocation METSP - IPMA

Complementary information may be provided in ANNEX M

a) Summary of services provided

Description of the services provided by the meteorological service provider, the geographical scope and the different users for which the services are provided
IPMA, I.P. was appointed by the Portuguese State, to the European Commission in the scope of the Single European Sky, as being the provider of meteorological services in the national airspace and under the responsibility of the Portuguese State (Lisboa and Santa Maria FIR). The meteorological services that are provide by IPMA are: Meteorological Watch Office (MWO) of the Lisboa and Santa Maria FIR; Aerodrome Forecast and Observation in the aerodromes of Lisbon, Porto, Faro, Cascais, Madeira, Porto Santo, Ponta Delgada, Santa Maria, Horta and Flores. The main users are NAV Portugal, Airlines and Crews.

b) Allocation of costs by segment

Meteorological ANS costs (direct + core) by segments (in nominal terms in '000 national currency)	2025	2026	2027	2028	2029
Determined costs for en route charging zone(s) in the scope of the performance plan	6 704	7 410	7 973	8 498	8 987
Determined costs for terminal charging zone(s) in the scope of the performance plan	1 577	1 743	1 876	1 999	2 115
Forecasted costs for terminal services at airports outside the scope of the performance plan					

c) Breakdown of determined meteorological costs between direct and core costs and allocation between en route and terminal services

Description of the meteorological costs and of the methodology for allocating these costs between direct costs and the costs of supporting meteorological facilities and services that also serve meteorological requirements in general ('MET core costs')
IPMA direct costs (Staff, Infrastructure, Operation Costs, Investment) are related to the following services provided to IFR Traffic, being directly allocated to the activity: • Flight Documentation (WAFS products, SIGWX charts/forecasts for low-level flights and required OPMET) • Provision of information to meteorological information systems and local operators (including the use of remote briefing/consultation systems) • TAFs • METARs • SPECIs • Provision of information for ATS and AIS units • Provision of information for SAR units • SIGMETS • Landing forecasts (including TREND) and forecasts for take-off • Meteorological Watch Offices (MWO) • Aerodrome meteorological offices (MO) • Aeronautical meteorological stations • Telecommunications for aeronautical meteorological purposes, including VSAT stations to receive WAFS products and OPMET data • Specific aeronautical meteorological research • Specific aeronautical meteorological training.

d) Meteorological direct costs and allocation across charging zone(s)

Total determined direct meteorological costs allocated to the charging zones within the scope of the performance plan (in nominal terms in '000 national currency)		2025	2026	2027	2028	2029
En route charging zone 1	Portugal Continental	2 642	2 956	3 276	3 564	3 782
Terminal charging zone 1	Portugal - TCZ	622	695	771	839	890
Total forecasted costs for the concerned entity		**3 264**	**3 651**	**4 047**	**4 403**	**4 672**

Description of the items included in the meteorological direct costs and methodology used to allocate these costs in the scope of the performance plan, as well as across charging zone(s).
IPMA direct costs (Staff, Infrastructure, Operation Costs, Investment) are related to the following services provided to IFR Traffic, being directly allocated to the activity: • Flight Documentation (WAFS products, SIGWX charts/forecasts for low-level flights and required OPMET) • Provision of information to meteorological information systems and local operators (including the use of remote briefing/consultation systems) • TAFs • METARs • SPECIs • Provision of information for ATS and AIS units • Provision of information for SAR units • SIGMETS • Landing forecasts (including TREND) and forecasts for take-off • Meteorological Watch Offices (MWO)

• Aerodrome meteorological offices (MO)
• Aeronautical meteorological stations
• Telecommunications for aeronautical meteorological purposes, including VSAT stations to receive WAFS products and OPMET data
• Specific aeronautical meteorological research
• Specific aeronautical meteorological training.

e) Meteorological core costs and allocation across charging zone(s)

Total determined core meteorological costs allocated to the charging zones within the scope of the performance plan (in nominal terms in '000 national currency)		2025	2026	2027	2028	2029
En route charging zone 1	Portugal Continental	4 062	4 454	4 697	4 934	5 205
Terminal charging zone 1	Portugal - TCZ	956	1 048	1 105	1 161	1 225
Total forecasted costs for the concerned entity		**5 018**	**5 502**	**5 802**	**6 095**	**6 429**

Description of the items included in the meteorological core costs and methodology used to allocate these costs to civil aviation, including the proportion of meteorological core costs included in the scope of the plan as compared to total meteorological costs incurred by the entity, as well as across charging zones.
Approximately 36% of total core costs are allocate do aviation. The core costs are linked to the following shared facilities and products: • Numerical Weather Forecast • Meteorological data processing (including maintenance of climatological data base) • Commonly used meteorological telecommunications facilities, services and infrastructures • Surface observation stations (making synoptic and climatological observations) • Upper-air observation stations • Weather radar • Meteorological satellite • Core training • Core research • Core technical support (including administration)

f) Changes in cost allocation methodology

Are there changes in the cost allocation criteria with respect to the previous reference period? If yes, please provide the description and justification of the changes and impact(s) on the determined costs and/or baseline.	No

g) Verification by the NSA

Confirmation by the NSA that the data and information included in this section have been verified in accordance with Art. 22(7) of IR 2019/317	Yes

3.4.5 - Cost allocation - NSA

Complementary information may be provided in ANNEX M

a) Supervision costs

Description of the supervision activities performed by the NSA(s), the underlying assumptions used to estimate the related determined costs and the main factors
The NSA costs allocated to the performance ar related to economic and technical regulation and supervision of NAV Portugal, performed by ANAC's teams, and the supervision of IPMA, as MET provider, performed by the MET NSA, GAMA.

Description of the methodology used to allocate NSAs supervision costs between en route and terminal as well as across different charging zones
ANAC and GAMA regulation and supervision costs are allocated to the 2 en-route charging zones (Lisboa and Santa Maria) through an 65% to Lisboa, and 20% to Santa Maria, key. The remaining 15% are allocated to terminal. These sharing keys followed from an analysis of NAV Portugal direct costs associated to the 3 charging zones (performed for RP3, and maintained for RP4).

b) Search and rescue costs (if reported as part of the NSA costs)

Description and underlying assumptions for search and rescue costs and main factors explaining the variations over the reference period
Search and Rescue is performed by the Portugese Air Force and Navy, presented in this Performance Plan as ANSP 2 and ANSP 3.

Total search and rescue costs for the entity providing search and rescue services (in nominal terms in '000 national currency)	2025	2026	2027	2028	2029
Determined costs for en route charging zone(s) in the scope of the performance plan					
Determined costs for terminal charging zone(s) in the scope of the performance plan					
Forecasted search and rescue costs outside the scope of the performance plan					

Description of the methodology used to allocate search and rescue costs to civil aviation and in the scope of the performance plan, including the proportion of search and rescue costs included in the scope of the plan as compared to total search and rescue costs incurred by the entity

Description of the methodology used to allocate search and rescue costs to civil aviation between en route and terminal as well as across different charging zones

c) Changes in cost allocation methodology

Are there changes in the cost allocation criteria with respect to the previous reference period? If yes, please provide the description and justification of the changes and impact(s) on the determined costs and/or baseline.	No

d) Verification by the NSA

Confirmation by the NSA that the data and information included in this section comply with the requirements of Article 15(2) Regulation (EC) No 550/2004 and with IR 2019/317.	Yes

3.4.6 - Determined costs assumptions - NAV Portugal (Continental)

3.4.6.1 - Operating costs

a) Staff costs

Number of entries	4

#	Staff costs building blocks (in nominal terms in '000 national currency)	Description of the composition of each item	Charging zones	Actual	Forecast	Determined				
				2023	2024	2025	2026	2027	2028	2029
1	Salaries and wages	All remuneration components	En-route charging zones	73 093	77 249	83 749	88 859	93 129	96 293	99 856
			Terminal charging zones	24 752	28 513	30 221	32 104	33 182	34 829	36 321
2	Social security and Defined Contribution pension costs	Items 3.4.7.2 and 3.4.7.3	En-route charging zones	19 794	20 707	22 291	23 649	24 692	25 586	26 503
			Terminal charging zones	6 291	7 649	8 126	8 680	9 095	9 416	9 760
3	Defined Benefit pension costs	Item 3.4.7.4 (corresponds to T1/line 13 of the Reporting Tables)	En-route charging zones	16 454	18 561	16 043	16 795	14 482	13 826	13 941
			Terminal charging zones	5 347	5 740	5 358	5 479	4 773	4 544	4 757
4	Other staff related costs	Social costs, insurance, external training, recruitment.	En-route charging zones	1 604	1 729	1 811	1 892	1 978	2 068	2 162
			Terminal charging zones	414	541	566	592	619	647	676
Total staff costs			**En-route charging zones**	**110 946**	**118 245**	**123 894**	**131 196**	**134 281**	**137 773**	**142 462**
			Terminal charging zones	**36 804**	**42 442**	**44 272**	**46 855**	**47 669**	**49 436**	**51 514**

Accounting provisions included in total staff costs	None	En-route charging zones	0	0	0	0	0	0	0
		Terminal charging zones	0	0	0	0	0	0	0

Assumptions underlying the determined pension costs and expected evolution over Reference Period 4 (for Main ANSP please refer to tab 3.4.7)	Please refer to tab 3.4.7	En-route charging zones							
		Terminal charging zones							

Description of the main factors explaining the planned variations of staff costs over the reference period
The main factors explaining the planned variations of staff costs over the fourth reference period are: . Salary increases at inflation rate from previous year, plus 2% for career development; . Operational staff variation throughout RP4: +39 net ATCO entries for En-route and +7 net ATCO entries for Terminal; . Staff other than ATCO - net departures throughout RP4 (Aeronautical Information and Communications Technicians): -6 for En-route and -6 net for Terminal; . Defined Benefit pension costs - development as per Actuary estimates. (for further information please check the additional information sent to users regarding staff costs)

b) Other operating costs

Number of entries	5

#	Other operating costs building blocks (in nominal terms in '000 national currency)	Description of the composition of each item	Charging zones	Actual	Forecast	Determined				
				2023	2024	2025	2026	2027	2028	2029
1	Utilities	Electricity and other energy sources	En-route charging zones	1 789	2 782	2 836	2 893	2 969	3 037	3 102
			Terminal charging zones	318	431	441	450	443	445	451
2	Maintenance	Repair and maintenance	En-route charging zones	1 239	1 613	1 644	1 677	1 721	1 760	1 798
			Terminal charging zones	288	351	359	366	364	367	373
3	Costs for outsourced services	IT consultancy, security, other	En-route charging zones	7 089	8 068	8 136	8 301	8 517	8 713	8 899

3	Costs for outsourced services	specialized services	Terminal charging zones	1 410	1 669	1 671	1 705	1 693	1 707	1 733
4	Travel & living	Travel and accommodation costs, inside and outside the country	En-route charging zones	341	608	620	633	649	664	678
			Terminal charging zones	61	96	99	101	99	100	101
5	Other operating costs	Communication costs, insurance, rent, cleaning, etc.	En-route charging zones	2 914	3 315	3 189	3 253	3 782	4 110	4 177
			Terminal charging zones	506	532	545	557	608	642	649
Total other operating costs			**En-route charging zones**	**13 371**	**16 386**	**16 424**	**16 758**	**17 637**	**18 284**	**18 655**
			Terminal charging zones	**2 582**	**3 079**	**3 115**	**3 179**	**3 209**	**3 261**	**3 308**

Accounting provisions included in total other operating costs	None	En-route charging zones	0	0	0	0	0	0	0
		Terminal charging zones	0	0	0	0	0	0	0

Costs for ground-ground communication services	Mainly NewPENS and dedicated lines for operational communication	En-route charging zones	696	763	778	794	810	827	843
		Terminal charging zones	337	370	377	385	393	401	409
Costs for air-ground communication services via terrestrial link	Contracts with SITA and Collins/Arinc	En-route charging zones	266	292	297	304	310	316	322
		Terminal charging zones	5	6	6	6	6	6	6
Costs for air-ground communications services via satellite link	Data Link Service satellite system	En-route charging zones	0	0	0	0	396	404	413
		Terminal charging zones	0	0	0	0	141	144	147

Description of the main factors explaining the planned variations of other operating costs over the reference period
The planned variations of other operating costs are mainly driven by inflation and the level of activity.

c) Exceptional items

Number of entries	Click to select

#	Exceptional items building blocks (in nominal terms in '000 national currency)	Description of the composition of each item	Charging zones	Actual	Forecast	Determined				
				2023	2024	2025	2026	2027	2028	2029
Total exceptional items			**En-route charging zones**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
			Terminal charging zones	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Accounting provisions included in total exceptional items		En-route charging zones							
		Terminal charging zones							

Description of the main factors explaining the planned variations of other exceptional items over the reference period

d) Accounting provisions

Number of entries	0

#	List of provisions included in the	Description of the composition of	Charging zones	Value of the	Forecast	Determined

a) Depreciation costs

Method adopted for the calculation of the depreciation cost (point 1.3 of Table 1):	Historical
If current cost accounting is applied, equivalent historical cost accounting figures have to be provided in Annex E in order to allow for comparison	

b) Cost of capital

Description of the assumptions used to compute the cost of capital (point 1.4 of Table 1), including the composition of the asset base, the return on equity, the average interest on debts and the shares of financing of the asset base through debt and equity
The cost of capital proposed in this draft PP was computed based on the Weighted Average Cost of Capital (WACC) model, which combines the Cost of Equity - calculated using the Capital Asset Pricing Model (CAPM) - and the Cost of Debt, weighted by its percentage of total capital. Individual assumptions as per the table below. The pre-tax rate included in the cost bases of both charging zones (4.86%) is considerably lower than the "efficient rate" suggested by the PRB for NAV Portugal (average of 6.6% over RP4).

Cost of capital assumptions	Description of each item
NBV fixed assets	The sum of the average net book value of fixed assets in operation for each activity
Adjustments total assets	None
Net current assets	The average value of the net current assets, excluding interest-bearing accounts
Cost of capital %	Cost of capital pre tax rate
Return on equity	Risk-free rate + beta-weighted equity risk premium
Average interest on debts	The weighted average of the interest rate on debts
Share of financing through equity	Average Weight of Equity in the sum of Equity and Debt along the period

3.4.6.3 - Costs for VFR exempted flights

Description of the methodology and assumptions used to establish the costs of air navigation services provided to VFR flights, when exemptions are granted for VFR flights in accordance with Article 31(3), 31(4) and 31(5)
Not applicable.

3.4.6.4 - NSA verification

Findings of the verification by the NSA (under Art. 22(7) of IR 2019/317) of the compliance of the determined costs of the ANSP with the requirements of Article 15(2) of Reg. 550/2004 and Article 22 of IR 2019/317, and where applicable identification of corrections applied to the cost base as a result of this verification
The determined costs presented by the ANSP to ANAC have been verified and did not require corrective measures, small typos have been corrected.

3.4.6 - Determined costs assumptions - Estado Maior da Força Aérea

3.4.6.1 - Operating costs

a) Staff costs

Number of entries	1

#	Staff costs building blocks (in nominal terms in '000 national currency)	Description of the composition of each item	Charging zones	Actual	Forecast	Determined				
				2023	2024	2025	2026	2027	2028	2029
1	Staff costs (in nominal terms in '000 national currency)	Total staff costs allocated to aviation search and rescue	En-route charging zones	463	473	483	492	502	512	522
			Terminal charging zones	0	0	0	0	0	0	0
Total staff costs			**En-route charging zones**	**463**	**473**	**483**	**492**	**502**	**512**	**522**
			Terminal charging zones	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Accounting provisions included in total staff costs	There are no provisions included	En-route charging zones	0	0	0	0	0	0	0
		Terminal charging zones	0	0	0	0	0	0	0

Assumptions underlying the determined pension costs and expected evolution over Reference Period 4 (for Main ANSP please refer to tab 3.4.7)	There are no pension funds included, only social security is available	En-route charging zones	0	0	0	0	0	0	0
		Terminal charging zones	0	0	0	0	0	0	0

Description of the main factors explaining the planned variations of staff costs over the reference period
Staff costs are increasing by the expcted salary increases along the period. There are no changes in the number of allocated personnel, or in any other conditions.

b) Other operating costs

Number of entries	1

#	Other operating costs building blocks (in nominal terms in '000 national currency)	Description of the composition of each item	Charging zones	Actual	Forecast	Determined				
				2023	2024	2025	2026	2027	2028	2029
1	Other operating costs		En-route charging zones	3 680	3 745	3 757	3 821	3 897	3 943	4 022
			Terminal charging zones	0	0	0	0	0	0	0
Total other operating costs			**En-route charging zones**	**3 680**	**3 745**	**3 757**	**3 821**	**3 897**	**3 943**	**4 022**
			Terminal charging zones	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Accounting provisions included in total other operating costs	None included	En-route charging zones	0	0	0	0	0	0	0
		Terminal charging zones	0	0	0	0	0	0	0

Costs for ground-ground communication services		En-route charging zones								
		Terminal charging zones								
Costs for air-ground communication services via terrestrial link		En-route charging zones								
		Terminal charging zones								

Costs for air-ground communications services via satellite link		En-route charging zones							
		Terminal charging zones							

Description of the main factors explaining the planned variations of other operating costs over the reference period

c) Exceptional items

Number of entries	0

Accounting provisions included in total exceptional items	None included	En-route charging zones							
		Terminal charging zones							

Description of the main factors explaining the planned variations of other exceptional items over the reference period
Not applicable

d) Accounting provisions

Number of entries	0

#	List of provisions included in the	Description of the composition of	Charging zones	Value of the	Forecast	Determined

a) Depreciation costs

Method adopted for the calculation of the depreciation cost (point 1.3 of Table 1):	Historical
If current cost accounting is applied, equivalent historical cost accounting figures have to be provided in Annex E in order to allow for comparison	

b) Cost of capital

Description of the assumptions used to compute the cost of capital (point 1.4 of Table 1), including the composition of the asset base, the return on equity, the average interest on debts and the shares of financing of the asset base through debt and equity
No cost of capital has been included

Cost of capital assumptions	Description of each item
NBV fixed assets	
Adjustments total assets	
Net current assets	
Cost of capital %	
Return on equity	
Average interest on debts	
Share of financing through equity	

3.4.6.3 - Costs for VFR exempted flights

Description of the methodology and assumptions used to establish the costs of air navigation services provided to VFR flights, when exemptions are granted for VFR flights in accordance with Article 31(3), 31(4) and 31(5)
Not applicable

3.4.6.4 - NSA verification

Findings of the verification by the NSA (under Art. 22(7) of IR 2019/317) of the compliance of the determined costs of the ANSP with the requirements of Article 15(2) of Reg. 550/2004 and Article 22 of IR 2019/317, and where applicable identification of corrections applied to the cost base as a result of this verification
The determined costs presented by the ANSP have been verified and did not require corrective measures.

3.4.6 - Determined costs assumptions - Estado Maior da Armada

3.4.6.1 - Operating costs

a) Staff costs

Number of entries	1

#	Staff costs building blocks (in nominal terms in '000 national currency)	Description of the composition of each item	Charging zones	Actual	Forecast	Determined				
				2023	2024	2025	2026	2027	2028	2029
1	Staff costs (in nominal terms in '000 national currency)	Total staff costs allocated to aviation search and rescue	En-route charging zones	446	456	465	474	483	492	502
			Terminal charging zones	0	0	0	0	0	0	0
Total staff costs			**En-route charging zones**	**446**	**456**	**465**	**474**	**483**	**492**	**502**
			Terminal charging zones	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Accounting provisions included in total staff costs	None included	En-route charging zones	0	0	0	0	0	0	0
		Terminal charging zones							

Assumptions underlying the determined pension costs and expected evolution over Reference Period 4 (for Main ANSP please refer to tab 3.4.7)	There are no pension funds included, only social security is available	En-route charging zones	0	0	0	0	0	0	0
		Terminal charging zones	0	0	0	0	0	0	0

Description of the main factors explaining the planned variations of staff costs over the reference period
Staff costs are increasing by the expcted salary increases along the period. There are no changes in the number of allocated personnel, or in any other conditions.

b) Other operating costs

Number of entries	1

#	Other operating costs building blocks (in nominal terms in '000 national currency)	Description of the composition of each item	Charging zones	Actual	Forecast	Determined				
				2023	2024	2025	2026	2027	2028	2029
1	Other operating costs		En-route charging zones	1 345	1 378	1 405	1 432	1 459	1 487	1 515
			Terminal charging zones	0	0	0	0	0	0	0
Total other operating costs			**En-route charging zones**	**1 345**	**1 378**	**1 405**	**1 432**	**1 459**	**1 487**	**1 515**
			Terminal charging zones	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Accounting provisions included in total other operating costs	None included	En-route charging zones							
		Terminal charging zones							

Costs for ground-ground communication services		En-route charging zones							
		Terminal charging zones							
Costs for air-ground communication services via terrestrial link		En-route charging zones							
		Terminal charging zones							

Costs for air-ground communications services via satellite link		En-route charging zones							
		Terminal charging zones							

Description of the main factors explaining the planned variations of other operating costs over the reference period

c) Exceptional items

Number of entries	0

Accounting provisions included in total exceptional items	None included	En-route charging zones							
		Terminal charging zones							

Description of the main factors explaining the planned variations of other exceptional items over the reference period
Not applicable

d) Accounting provisions

Number of entries	0

#	List of provisions included in the	Description of the composition of	Charging zones	Value of the	Forecast	Determined

a) Depreciation costs

Method adopted for the calculation of the depreciation cost (point 1.3 of Table 1):	Historical
If current cost accounting is applied, equivalent historical cost accounting figures have to be provided in Annex E in order to allow for comparison	

b) Cost of capital

Description of the assumptions used to compute the cost of capital (point 1.4 of Table 1), including the composition of the asset base, the return on equity, the average interest on debts and the shares of financing of the asset base through debt and equity
No cost of capital has been included

Cost of capital assumptions	Description of each item
NBV fixed assets	
Adjustments total assets	
Net current assets	
Cost of capital %	
Return on equity	
Average interest on debts	
Share of financing through equity	

3.4.6.3 - Costs for VFR exempted flights

Description of the methodology and assumptions used to establish the costs of air navigation services provided to VFR flights, when exemptions are granted for VFR flights in accordance with Article 31(3), 31(4) and 31(5)
Not applicable

3.4.6.4 - NSA verification

Findings of the verification by the NSA (under Art. 22(7) of IR 2019/317) of the compliance of the determined costs of the ANSP with the requirements of Article 15(2) of Reg. 550/2004 and Article 22 of IR 2019/317, and where applicable identification of corrections applied to the cost base as a result of this verification
The determined costs presented by the ANSP have been verified and did not require corrective measures.

3.4.6 - Determined costs assumptions - IPMA

3.4.6.1 - Operating costs

a) Staff costs

Number of entries	1

#	Staff costs building blocks (in nominal terms in '000 national currency)	Description of the composition of each item	Charging zones	Actual	Forecast	Determined				
				2023	2024	2025	2026	2027	2028	2029
1	Staff costs (in nominal terms in '000 national currency)	Total staff costs allocated to aviation	En-route charging zones	2 980	3 394	3 829	4 021	4 222	4 433	4 654
			Terminal charging zones	701	799	901	946	993	1 043	1 095
Total staff costs			**En-route charging zones**	**2 980**	**3 394**	**3 829**	**4 021**	**4 222**	**4 433**	**4 654**
			Terminal charging zones	**701**	**799**	**901**	**946**	**993**	**1 043**	**1 095**

Accounting provisions included in total staff costs	None included	En-route charging zones	0	0	0	0	0	0	0
		Terminal charging zones	0	0	0	0	0	0	0

Assumptions underlying the determined pension costs and expected evolution over Reference Period 4 (for Main ANSP please refer to tab 3.4.7)	There are no pension funds included, only social security is available	En-route charging zones	0	0	0	0	0	0	0
		Terminal charging zones	0	0	0	0	0	0	0

Description of the main factors explaining the planned variations of staff costs over the reference period
IPMA is currently recruiting around 50 new employees, who will reinforce the existing staff. This reinforcement of staff and the salary increases planned for the coming years explain the increase in staff costs. The increase in staff number aims to face new regulatory challenges, namely the provision of new services, as well as to address a staff shortage that currently exists at IPMA.

b) Other operating costs

Number of entries	1

#	Other operating costs building blocks (in nominal terms in '000 national currency)	Description of the composition of each item	Charging zones	Actual	Forecast	Determined				
				2023	2024	2025	2026	2027	2028	2029
1	Other operating costs		En-route charging zones	2 390	2 556	2 683	3 007	3 177	3 338	3 529
			Terminal charging zones	562	601	631	707	748	785	830
Total other operating costs			**En-route charging zones**	**2 390**	**2 556**	**2 683**	**3 007**	**3 177**	**3 338**	**3 529**
			Terminal charging zones	**562**	**601**	**631**	**707**	**748**	**785**	**830**

Accounting provisions included in total other operating costs	None included	En-route charging zones							
		Terminal charging zones							

Costs for ground-ground communication services		En-route charging zones							
		Terminal charging zones							
Costs for air-ground communication services via terrestrial link		En-route charging zones							
		Terminal charging zones							

Costs for air-ground communications services via satellite link		En-route charging zones							
		Terminal charging zones							

Description of the main factors explaining the planned variations of other operating costs over the reference period
The main factors leading to the growth of operating costs are inflation as well as the increase in satellite costs (EUMETSAT)

c) Exceptional items

Number of entries	0

Accounting provisions included in total exceptional items	None included	En-route charging zones							
		Terminal charging zones							

Description of the main factors explaining the planned variations of other exceptional items over the reference period

d) Accounting provisions

Number of entries	0

#	List of provisions included in the	Description of the composition of	Charging zones	Value of the	Forecast	Determined

a) Depreciation costs

Method adopted for the calculation of the depreciation cost (point 1.3 of Table 1):	Historical
If current cost accounting is applied, equivalent historical cost accounting figures have to be provided in Annex E in order to allow for comparison	

b) Cost of capital

Description of the assumptions used to compute the cost of capital (point 1.4 of Table 1), including the composition of the asset base, the return on equity, the average interest on debts and the shares of financing of the asset base through debt and equity
The cost of capital pwas computed based on the Weighted Average Cost of Capital (WACC) model, which combines the Cost of Equity - calculated using the Capital Asset Pricing Model (CAPM). As IPMA has no debt, no cost of debt was included. The pre-tax rate included in the cost bases of both charging zones (4.00%) is considerably lower than the "efficient rate" suggested by the PRB for Portugal (average of 6.6% over RP4).

Cost of capital assumptions	Description of each item
NBV fixed assets	The sum of the average net book value of fixed assets in operation for each activity
Adjustments total assets	None
Net current assets	The average value of the net current assets
Cost of capital %	4,00%
Return on equity	4,00%
Average interest on debts	0%
Share of financing through equity	100%

3.4.6.3 - Costs for VFR exempted flights

Description of the methodology and assumptions used to establish the costs of air navigation services provided to VFR flights, when exemptions are granted for VFR flights in accordance with Article 31(3), 31(4) and 31(5)
Not applicable

3.4.6.4 - NSA verification

Findings of the verification by the NSA (under Art. 22(7) of IR 2019/317) of the compliance of the determined costs of the ANSP with the requirements of Article 15(2) of Reg. 550/2004 and Article 22 of IR 2019/317, and where applicable identification of corrections applied to the cost base as a result of this verification
The determined costs presented by the ANSP have been verified and did not require corrective measures. After a clarification of concepts some information was corrected.

3.4.7 - Pension assumptions

NAV Portugal (Continental)

3.4.7.1 Total pension costs, including retirement and pre-retirement schemes (in nominal terms in '000 national currency)

Pension costs per segment	2025D	2026D	2027D	2028D	2029D
En-route activity	38 334	40 444	39 174	39 412	40 444
Terminal activity	13 484	14 159	13 868	13 960	14 517
Other activities	0	0	0	0	0
Total pension costs	51 818	**54 603**	**53 042**	**53 372**	**54 961**

3.4.7.2 Assumptions for the "State" pension scheme (in nominal terms in '000 national currency)

Are there different contribution rates for different staff categories? If yes, how many?	No

All Staff (Social Security contribution)	2025D	2026D	2027D	2028D	2029D
Total pensionable payroll to which this scheme applies	112 323	119 031	124 340	128 967	133 746
Employer % contribution rate to this scheme	23,75%	23,75%	23,75%	23,75%	23,75%
Total pension costs in respect of this scheme	**26 677**	**28 270**	**29 531**	**30 630**	**31 765**
Number of employees the employer contributes for in this scheme	761	777	784	783	776

Description on the relevant national pension regulations and pension accounting regulations on which the assumptions are based, as well as information whether changes of those regulations are to be expected during RP4
The costs reported under this heading refer to the employer's social security contribution, which covers not only the future retirement pension, but also lifetime public healthcare. The national regulations on this matter are: Regulatory Decree No. 1-A / 2011, of January 3, in the updated version and Law no. 110/2009, of September 16 - approving the Code of the Contributory Regimes of the Social Security System (updated version). No changes are expected during RP4.

Description of the assumptions underlying the calculations of pension costs comprised in the determined costs, separately for retirement and early retirement
A contributory rate of 23.75% on the relevant remuneration items, which is paid by the employer (the rate suported by the employees is 11%).

Describe the actions taken ex-ante to manage the cost-risk (cost increase) associated with this item, as well as the actions taken to limit the impact of the unforeseen change on the costs to be passed on to airspace users
The increase in this item is mainly driven by the increase in the number of employees and salary levels.

3.4.7.3 Assumptions for the occupational "Defined contributions" pension scheme (in nominal terms in '000 national currency)

Are there different contribution rates for different staff categories? If yes, how many?	Yes-2

ATCOs (NAV SINCTA DC)	2025D	2026D	2027D	2028D	2029D
Total pensionable payroll to which this scheme applies	25 279	28 860	31 137	31 845	33 023
Employer % contribution rate to this scheme	8,17%	8,17%	8,17%	8,17%	8,17%
Total pension costs in respect of this scheme	**2 065**	**2 358**	**2 544**	**2 602**	**2 698**
Number of employees the employer contributes for in this scheme	183	200	214	231	248

Non-ATCOs (NAV COMPLEMENTOS DC)	2025D	2026D	2027D	2028D	2029D
Total pensionable payroll to which this scheme applies	27 155	27 571	27 750	28 692	29 171
Employer % contribution rate to this scheme	6,17%	6,17%	6,17%	6,17%	6,17%
Total pension costs in respect of this scheme	**1 675**	**1 701**	**1 712**	**1 770**	**1 800**
Number of employees the employer contributes for in this scheme	398	398	398	398	390

Description on the relevant national pension regulations and pension accounting regulations on which the assumptions are based, as well as information whether changes of those regulations are to be expected during RP4
There are two constitutive contracts for the Defined Contribution Pension Funds, signed between NAV Portugal, the Unions and the Fund Management Company (Futuro) - one for ACTOs and another for the remaining categories - where all contractual conditions are defined, including contribution rates and incidence base.

Description of the assumptions underlying the calculations of pension costs comprised in the determined costs, separately for retirement and early retirement
For the NAV/SINCTA DC Pension Fund: 8.17% over the relevant salary items of ATCOs employed after September 30, 2007. For the NAV COMPLEMENTOS DC Pension Fund: 6.17% over the relevant salary items of non-ATCO staff. These two plans are based on individual employee accounts managed by Futuro.

Describe the actions taken ex-ante to manage the cost-risk (cost increase) associated with this item, as well as the actions taken to limit the impact of the unforeseen change on the costs to be passed on to airspace users
The increase in costs, over the period, is in line with the number of employees and the increase in salaries.

3.4.7.4 Assumptions for the occupational "Defined benefits" pension scheme (in nominal terms in '000 national currency)

Are there different defined benefits schemes applicable? If yes, how many?	Yes-3

DB scheme #1: name and short description	NAV SINCTA PENSION FUND

Does the ANSP assume liability for meeting future obligations for the occupational "Defined benefits" scheme?	Select

	2025D	2026D	2027D	2028D	2029D
Total pensionable payroll to which this scheme applies	42 683	44 107	43 530	42 196	39 696
Total pension costs in respect of this scheme	**15 009**	**16 041**	**13 798**	**13 232**	**12 698**
- service costs (current and past)	3 478	3 380	3 435	3 369	3 277
- net interest on the defined benefits liability /assets	11 531	12 662	10 363	9 863	9 421
Net funding surplus/deficit					
Net funding surplus/deficit at 1 January	-39 493	-33 405	-28 448	-21 192	-13 435
- benefits paid	0	0	0	0	0
- contributions to the fund	21 097	20 999	21 054	20 988	20 896
Net funding surplus/deficit at 31 December	-33 405	-28 448	-21 192	-13 435	-5 238
Actuarial assumptions					
% discount rate	3,40%	3,40%	3,40%	3,40%	3,40%
% projected increase in benefits	2,40%	2,40%	2,40%	2,40%	2,40%
% annual increase in salaries	2,90%	2,90%	2,90%	2,90%	2,90%
% expected return on plan assets	3,40%	3,40%	3,40%	3,40%	3,40%
Number of employees the employer contributes for in this scheme	391	385	374	362	350

Description on the relevant national pension regulations and pension accounting regulations on which the assumptions are based, as well as information whether changes of those regulations are to be expected during RP4

NAV SINCTA Pension Fund covers all ATCO's employed before 30th September 2007, who are entitled to old-age, disability and surviving dependant's pension supplements, calculated as the difference between the value of the pension that, in net terms, is equal to the net salary that the pensioner would receive if still working in the same position he/she had when retiring and the amount paid by Social Security or CGA (civil servants).
The actuarial liabilities, as reported by the Actuary, are calculated based on the Projected Unit Credit method, as required by the International Accounting Standards, translated into the Portuguese regulation by the Accounting and Financial Reporting Standard 28, which is based on International Accounting Standard 19 - Employee Benefits, adopted by the original text of Regulation (EC) No 1126/2008. This method considers each period of service as giving rise to an additional entitlement unit and measures each unit separately to build up the final obligation. Past service liability (PSL) is the proportional part of this amount corresponding to the years of service already performed by each participant, at the valuation date.
The Fund is financed by consistent reinsurance policies, recognised as plan assets under IAS 19, and managed by FUTURO - Sociedade Gestora de Fundos de Pensões, S.A. - part of the Montepio Group, the largest mutual association and one of the largest financial institutions in the country – under the supervision of Autoridade de Supervisão de Seguros e Fundos de Pensões, the Portuguese Regulator for the insurance activity and management of pension funds.
Investment policies, which are part of the Pension Funds management contracts, have been defined by NAV Portugal (with the support of an external advisor for pension funds – Mercer) and Futuro SA.
Actuarial valuations are performed by an independent actuary.
The strategy for allocation of assets is established based on models, aiming to adapt the investments to the responsibilities of the pension plans, namely the characteristics of the populations concerned, the duration of the liabilities - the distribution between liabilities with participants and liabilities with beneficiaries of the Funds - and the funding levels of the inherent responsibilities.
In addition to the restrictions imposed by the legislation in force at each moment, the portfolio management is subject to other restrictions and prudential limits as regards the trading markets, applications expressed in currencies other than the Euro, the rating of the bond exposure and the investments in non-harmonized collective investment bodies.
The monitoring of the different risks in the asset portfolios is performed using statistical and financial measures based upon their performance. These indicators, calculated regularly, dictate the level of intervention and adjustments required. The impact of all post-employment benefits in NAV Portugal Financial Accounts is annually reviewed by both the internal Audit Committee and the External Auditors and duly reflected in their annual reports.

Description of the assumptions underlying the calculations of pension costs comprised in the determined costs, separately for retirement and early retirement

The assumptions underlying the calculations of pension costs comprised in the determined costs are detailed in the table above.

With regard to "Net funding surplus/deficit", the formula in line 129 has been changed to reflect the correct impact of annual costs versus annual contribution. Also in relation to line 127 "benefits paid" it was left blank, as this value affects both the fund's liabilities and assets, and as such has no direct impact on the fund's exposure. "

Describe the actions taken ex-ante to manage the cost-risk (cost increase) associated with this item, as well as the actions taken to limit the impact of the unforeseen change on the costs to be passed on to airspace users

The main action taken to manage the risk associated with this plan was to convert it into a defined contribution pension fund for employees recruited after 30 September 2007.

DB scheme #2: name and short description	NAV COMPLEMENTOS PENSION FUND

Does the ANSP assume liability for meeting future obligations for the occupational "Defined benefits" scheme?	Select

	2025D	2026D	2027D	2028D	2029D
Total pensionable payroll to which this scheme applies	829	780	747	710	670
Total pension costs in respect of this scheme	**44**	**191**	**33**	**21**	**6**
- service costs (current and past)	0	0	0	0	0
- net interest on the defined benefits liability /assets	44	191	33	21	6
Net funding surplus/deficit					
Net funding surplus/deficit at 1 January	1 799	1755	1564	1531	1510
- benefits paid	0	0	0	0	0
- contributions to the fund	0	0	0	0	0
Net funding surplus/deficit at 31 December	1 755	1 564	1 531	1 510	1 504
Actuarial assumptions					
% discount rate	3,30%	3,30%	3,30%	3,30%	3,30%
% projected increase in benefits	2,20%	2,20%	2,20%	2,20%	2,20%
% annual increase in salaries	2,70%	2,70%	2,70%	2,70%	2,70%
% expected return on plan assets	3,30%	3,30%	3,30%	3,30%	3,30%
Number of employees the employer contributes for in this scheme	94	88	81	75	68

Description on the relevant national pension regulations and pension accounting regulations on which the assumptions are based, as well as information whether changes of those regulations are to be expected during RP4

NAV COMPLEMENTOS Pension Fund covers non-ATCO employees, who were already retired or suitable for retirement on the date of establishment of the new defined contribution plans (March 2012), who are entitled to old-age, disability and surviving dependant's pension supplements.
The actuarial liabilities, as reported by the Actuary, are calculated based on the Projected Unit Credit method, as required by the International Accounting Standards, translated into the Portuguese regulation by the Accounting and Financial Reporting Standard 28, which is based on International Accounting Standard 19 - Employee Benefits, adopted by the original text of Regulation (EC) No 1126/2008. This method considers each period of service as giving rise to an additional entitlement unit and measures each unit separately to build up the final obligation. Past service liability (PSL) is the proportional part of this amount corresponding to the years of service already performed by each participant, at the valuation date.
The Fund is financed by consistent reinsurance policies, recognised as plan assets under IAS 19, and managed by FUTURO - Sociedade Gestora de Fundos de Pensões, S.A. - part of the Montepio Group, the largest mutual association and one of the largest financial institutions in the country – under the supervision of Autoridade de Supervisão de Seguros e Fundos de Pensões, the Portuguese Regulator for the insurance activity and the management of pension funds.
Investment policies, which are part of the Pension Funds management contracts, have been defined by NAV Portugal (with the support of an external advisor for pension funds – Mercer) and Futuro SA.
Actuarial valuations are performed by an independent actuary.
The strategy for allocation of assets is established based on models, aiming to adapt the investments to the responsibilities of the pension plans, namely the characteristics of the populations concerned, the duration of the liabilities - the distribution between liabilities with participants and liabilities with beneficiaries of the Funds - and the funding levels of the inherent responsibilities.
In addition to the restrictions imposed by the legislation in force at each moment, the portfolio management is subject to other restrictions and prudential limits as regards the trading markets, applications expressed in currencies other than the Euro, the rating of the bond exposure and the investments in non-harmonized collective investment bodies.
The monitoring of the different risks in the asset portfolios is performed using statistical and financial measures based upon their performance. These indicators, calculated regularly, dictate the level of intervention and adjustments required. The impact of all post-employment benefits in NAV Portugal Financial Accounts is annually reviewed by both the internal Audit Committee and the External Auditors and duly reflected in their annual reports.

Description of the assumptions underlying the calculations of pension costs comprised in the determined costs, separately for retirement and early retirement

The assumptions underlying the calculations of pension costs comprised in the determined costs are detailed in the table above.

With regard to "Net funding surplus/deficit", the formula in line 165 has been changed to reflect the correct impact of annual costs versus annual contribution. Also in relation to line 163 "benefits paid" it was left blank, as this value affects both the fund's liabilities and assets, and as such has no direct impact on the fund's exposure.

Describe the actions taken ex-ante to manage the cost-risk (cost increase) associated with this item, as well as the actions taken to limit the impact of the unforeseen change on the costs to be passed on to airspace users

The main action taken to manage the risk associated with this plan was to convert it into a defined contribution pension fund for all non-ATCO employees who did not meet the conditions described above in March 2012. Currently, all active employees (non-ATCO) are covered by the defined contribution pension scheme.

DB scheme #3: name and short description	NAV/CTA - MT

Does the ANSP assume liability for meeting future obligations for the occupational "Defined benefits" scheme?	Yes

	2025D	2026D	2027D	2028D	2029D
Total pensionable payroll to which this scheme applies	57 636	60 267	62 441	64 772	67 968
Total pension costs in respect of this scheme	**6 348**	**6 041**	**5 424**	**5 118**	**5 994**
- service costs (current and past)	0	0	0	0	0
- net interest on the defined benefits liability /assets	6 348	6 041	5 424	5 118	5 994
Net funding surplus/deficit					
Net funding surplus/deficit at 1 January	-55 362	-57 908	-60 974	-63 687	-66 674
- benefits paid	3 802	2 975	2 711	2 130	2 407
- contributions to the fund	0	0	0	0	0
Net funding surplus/deficit at 31 December	-57 908	-60 974	-63 687	-66 674	-70 262
Actuarial assumptions					
% discount rate	3,00%	3,00%	3,00%	3,00%	3,00%
% projected increase in benefits	3,00%	3,00%	3,00%	3,00%	3,00%
% annual increase in salaries	3,00%	3,00%	3,00%	3,00%	3,00%
% expected return on plan assets	N/A	N/A	N/A	N/A	N/A
Number of employees the employer contributes for in this scheme	326	337	336	333	324

Description on the relevant national pension regulations and pension accounting regulations on which the assumptions are based, as well as information whether changes of those regulations are to be expected during RP4

The NAV/CTA-MT is an Early Retirement Scheme, covering ATCO who want to retire between the minimum age of access to early retirement and the normal age to access a Social Security retirement pension.
According to Decree-Law no. 155/2009 of 9 July, the costs corresponding to the payment of pensions during the period of anticipation are borne jointly by the employer (NAV Portugal) in 60% and by the State in 40%.
In 2023, NAV Portugal signed an agreement with the Union representing these employees to extend the minimum age for access to early retirement to 60 years old (previously 58 years old), which will only apply to new employees (optional for current ATCOs).
Decree-Law no. 187/2007 of October 10, in its current wording, establishes that the normal age of access to the retirement pension after 2014 varies according to the average life expectancy at 65 years between the second and third years prior to the start of the pension, according to an approved formula, which will be published annually through Government Ordinance.
The Ordinance No. 414/2023, of December 7th, sets the normal retirement age at 66 years and seven months from January 1st, 2025. In the absence of specific information, the same was considered for the remaining years of the period.

Description of the assumptions underlying the calculations of pension costs comprised in the determined costs, separately for retirement and early retirement

The assumptions underlying the calculations of pension costs comprised in the determined costs are detailed in the table above and follow the parameters established in the relevant local legislation.

With regard to "Net funding surplus/deficit", the formula in line 201 has been changed to reflect the correct impact of annual costs versus benefits paid along the year. This Early Retirement Scheme is not funded, so the "Net funding surplus/deficit" reported above corresponds to past liabilities in each year.

Describe the actions taken ex-ante to manage the cost-risk (cost increase) associated with this item, as well as the actions taken to limit the impact of the unforeseen change on the costs to be passed on to airspace users

The most relevant action to mitigate the cost-risk in this item was the agreement reached with the ATCO Union to increase for 60 years old the age limit to perform operational duties.

3.4.8 - Interest rate assumptions for loans financing the provision of air navigation services

NAV Portugal (Continental)

Select number of loans	1

Interest rate assumptions for loans financing the provision of air navigation services
(Amounts in nominal terms in '000 national currency)

Loan #1		2025D	2026D	2027D	2028D	2029D
Description		Loan obtained from the public bank (Caixa Geral de Depósitos), interest calculated and paid on a quartely basis.				
Remaining balance		31 950 000	17 750 000	3 550 000		
Interest rate %	Fixed	0,50%	0,50%	0,50%	0,50%	0,50%
Interest amount		206 886	134 900	62 914	4 240	

Other loans	2025D	2026D	2027D	2028D	2029D
Description					
Remaining balance					
Average weighted interest rate %	-	-	-	-	-
Interest amount					

Total loans	2025D	2026D	2027D	2028D	2029D
Total remaining balance	31 950 000	17 750 000	3 550 000	-	-
Average weighted interest rate %	0,65%	0,76%	1,77%	-	-
Interest amount	206 886	134 900	62 914	4 240	-

3.4.9 - Additional determined costs related to measures necessary to achieve the en route capacity targets

Additional costs of measures necessary to achieve the capacity targets for RP4?	No

3.4.10 - Restructuring costs

3.4.10.1 Restructuring costs from previous reference periods to be recovered in RP4

Restructuring costs from previous reference periods approved by the European Commission?	No

3.4.10.2 Restructuring costs planned for RP4

Restructuring costs foreseen for RP4?	No

Additional comments

SECTION 3.5: ADDITIONAL KPIS / TARGETS

3.5 Additional KPIs / Targets

Annexes of relevance to this section

ANNEX J. OPTIONAL KPIs AND TARGETS

3.5 - Additional KPIs / Targets

Number of additional KPIs	0

SECTION 3.6: DESCRIPTION OF KPAS INTERDEPENDENCIES AND TRADE-OFFS INCLUDING THE ASSUMPTIONS USED TO ASSESS THOSE TRADE-OFFS

3.6 - Description of KPAs interdependencies and trade-offs including the assumptions used to assess those trade-offs

- 3.6.1 - Interdependencies and trade-offs between safety and other KPAs
- 3.6.2 - Interdependencies and trade-offs between capacity and environment
- 3.6.3 - Interdependencies and trade-offs between cost-efficiency and capacity
- 3.6.4 - Other interdependencies and trade-offs

3.6 - Description of KPAs interdependencies and trade-offs including the assumptions used to assess those trade-offs

3.6.1 - Interdependencies and trade-offs between safety and other KPAs

a) With regard to the over-riding safety objectives, what pressures does your organisation experience in meeting the cost, capacity and environmental KPAs? Describe how you ensure that these pressures do not negatively impact safety within your organisation. Describe the mitigation measures that have been introduced to demonstrate that safety performance has been sustained and what monitoring has been envisaged to measure the effectiveness of those mitigations.
Safety is of paramount importance for Portugal and it is clearly communicated that no other target, being it costs, capacity or environment come close. This does not mean, that NAV Portugal is not focused on complying with the other targets, but whenever significant event may endanger complying with the other targets, the necessary safety assessments are performed, acording to EU Regulation 1035/2011 as approved by the Portuguese NSA, and if considered necessary, mitigation measures are implemented. *This was the case with the entry into operation of the new ATM system, Topsky, as well as the POint-merge system implemented in Lisbon. Mitigation measures associated to these events were implemented to assure a safe transition. For instance with the new ATM system implementation the training of all ATCO with simulations to be able to work safely with the new system, the split of working sectors and team reinforcement measures were some of those measures.*

b) What are the main assumptions used to assess the interdependencies between safety and other KPAs? Please provide a detailed analysis. Describe the analysis methodology and the data that has been used to assess the interdependencies between safety and other KPAs. What indicators, in addition to those described in the Regulation, are used for monitoring during the reference period to ensure that the targets in the KPAs of capacity, environment, and cost-efficiency are not degrading safety?
As refered in the previous paragraph, Safety has the highest priority and is never compromised. *In addition to the monitoring of the KPIs within all performance areas, NAV Portugal has developed targets to reflect its safety policy and risk tolerance such as:* *- Degree of treatment of Safety Recommendations;* *- Annual Safety Program accomplishment, Safety Surveys, Safety Assessments;* *- Total Incident Index (SMI + RI + Airspace Infringement + RE , etc.);* *- SMS Maturity and with the SSP (State Safety Plan);* *- Additional ATM safety Indicators and ATM Technical (CNS) Safety Indicators.* *The evolution of the SPI's is subject of analysis in meetings (RCP) and audits. The trends are analysed in a semi-formal way once a year.* *NAV Portugal has a dashboard containing all relevant data on safety ocurrences which is available to all unit managers and safety staff. ASMT is also being used.*

c) Describe the organisation's philosophy for managing competing priorities between the KPAs effectively – for instance delaying programmes to manage competing demands. It is expected that the organisation uses its business risk management processes to assess the consequential risks of the organisation's competing priorities to achieve its business goals.
As referred before, safety is always the top priority. As such, NAV Portugal in the recent implementation of major projects, and in the case of the ones expected in RP4, as always phased them, to make sure that safety was assured. Na example is the delay in the implementation of the new ATM system in terminal, that should have been started in RP3, and due to the delays in the implementation of the new ATM system in en-route, and two years after (2024) the implementation of the point-merge system in Lisbon, have led to a postponment of the implementation of the ATM system, and to a new phasing in.

d) What trade-offs in safety have been accepted to manage resources shortfalls in realising the organisation's objectives to meet the cost, capacity and environment KPA targets? Have trade-offs restricted the release of staff for safety activities, such as safety training (ATC training excepted), safety surveys, safety audits, safety assessments, safety studies and analyses?
As before mentioned, safety always comes first.

e) Has the State reviewed the ANSP financial and personnel resources that are needed to support safe ATC service provision through safety promotion, safety improvement, safety assurance and safety risk management in line with planned changes that will enable targets in other KPAs to be achieved? Please provide a detailed explanation.
ANAC regularly checks the ANSP in regard of personnel and financial resources and also assesses the changes implemented by the ANSP in order to achieve other KPA targets.

3.6.2 - Interdependencies and trade-offs between capacity and environment

Lisbon FIR is a Free Route Airspace since 2009 and, for that reason, airspace users have access to optimized and environmentally-friendly route options, but a few factors outside the control of NAV Portugal may have consequences in the environment indicators (weather deviations, users route options, military airspace, to name a few).

Traffic analysis within the Lisbon FIR indicates that implementing flight level capping measures can optimize capacity management as well as following the Flight Plan Adherence initiative. These measures directly enhance capacity but may also affect optimal vertical profiles, reducing flight efficiency and increasing emissions. However, they can help minimize delays.

Alternatively, traffic scenarios and rerouting are employed to redistribute traffic from congested sectors, thereby protecting controllers overload and avoiding the need for regulations. This approach impacts the horizontal flight profiles and, in turn, influences the KEA (Key Environmental Indicator).

Ongoing projects (Cross Border Free Route, Free Route Airspace between Lisbon and Santa Maria FIRs, Lisbon FIR airspace restructuring, Extended Arrival Management E-AMAN) are expected to contribute to improvements in the KPAs of environment and capacity. Also, the effort on new ATCOs recruitment and training is expected to increase capacity and have a positive impact on environment indicators, as we may no longer need to resort to the above mentioned operational measures (rerouting, scenarios, level capping).

3.6.3 - Interdependencies and trade-offs between cost-efficiency and capacity

The Portuguese performance over RP2 and RP3 establish a clear interdependence between cost-efficiency and capacity. Along RP2 a significant increase in traffic, led to the need to revise the performance plan, precisely to make sure that the resources available were sufficient to deliver enough capacity.
On the other hand, with the impact of COVID-19, Portugal also showed significant flexibility in its cost structure. Although, not being able to decrease costs proportionally to the traffic decrease, NAV Portugal was able to present a considerable reduction in its costs, including staff costs.

3.6.4 - Other interdependencies and trade-offs

SECTION 4: CROSS-BORDER INITIATIVES AND SESAR IMPLEMENTATION

4.1 - Cross-border initiatives and synergies

4.1.1 - Cross-border areas where the ANSP provides ANS outside the State's charging zone(s) in the scope of the performance plar

4.1.2 - Planned or implemented cross-border initiatives at the level of ANSPs

4.1.3 - Investment synergies achieved at FAB level or through other cross-border initiatives

4.2 - Deployment of SESAR Common Projects (CP1)

4.3 - Change management

Annexes of relevance to this section

ANNEX N. CROSS-BORDER INITIATIVES

ANNEX V. CONSISTENCY OF INVESTMENTS WITH ATM MASTER PLAN

4.1 - Cross-border initiatives and synergies at the level of the ANSP(s)

4.1.1 - Cross-border areas where the ANSP(s) provide(s) services outside of the State's charging zone(s) in the scope of the performance plan

As indicated in section 1.1.1, the cross-border area(s) reported below are those cross-border areas or groups of adjacent cross-border areas of a size above 500 km2, unless the area or group of areas concerned has fewer than 7,500 controlled flight movements on average per year.

Number of cross-border area(s) where the ANSP(s) of the Member State provide(s) services in another State's charging zone(s)	**3**

Cross-border area(s) #1		**Situated in:**		**Spain Continental**	
Geographical scope of the cross-border area(s)	**Please refer to cross-border areas map in attachment and annex N.**				
Rationale for establishing the cross-border area, including performance benefits	**The cross-border areas were established for operational reasons, allowing existing sectors both in the Lisbon ACC and Madrid ACC, to be optimized in terms of traffic management, instead of following the political borders between the two countries.**				
Size of the cross-border area (km2)	**12.106,1 km2**				
Estimated annual number of flights	**N.A.**				
Estimated annual number of SUs, if available	**N.A.**				
Description of the services provided by the ANSP in the cross-border area					
NAV Portugal provides air navigation services in the cross-border area.					
Annual cost incurred by the ANSP for the provision of services in the cross-border area	2025	2026	2027	2028	2029
	0	0	0	0	0
Methodology used to estimate/establish these costs					
The methodology used to establish the cost of providing this services was an marginal cost methodology. As the area is a natural extensions of the Portuguese air-space, the marginal cost associated to it was zero. It should be noted that the cross-border areas agreed between Portugal and Spain were so, for operational reasons. Considering the intricate design of the Portuguese / Spanish official borders, it was considered more effective to adjust it in order to promote a more efficient air navigation service provision. The adjustments made were such that, overall the level of activity in the two ACCs would be more or less the same, as if the borders were unchanged. Accordingly, as a "0" marginal cost was estimated, in the States Agreement that established these cross-border areas, it was also clearly stated that the charging zones should not be adjusted.					
Have these costs been excluded from the determined costs in the scope of the performance plan?	No				
The costs are estimated to be zero					
Description of the financial arrangements in place to cover these costs					
The State agreement between the two countries establishes that the charging zones are unchanged, and as such, the cost base associated to each area is also unchaged. Furthermore, and as explained in the previous paragraph, the marginal cost associated to the service provision in these areas, is zero. As in all the cases, the areas are natural parts of existing sectors, being totally imbeded in the existing sectors, as can be seen in the attached maps. Considering the design of the political borders between Spain and Portugal, it would be considerably more complex (and consequently more expensive), to have the ACCs following the exact same design.					
Additional comment					

Cross-border area(s) #2		**Situated in:**		**Spain Continental**	
Geographical scope of the cross-border area(s)	**Please refer to cross-border areas map in attachment and annex N.**				
Rationale for establishing the cross-border area, including performance benefits	**The cross-border areas were established for operational reasons, allowing existing sectors both in the Lisbon ACC and Madrid ACC, to be optimized in terms of traffic management, instead of following the political borders between the two countries.**				
Size of the cross-border area (km2)	**813,7 km2**				
Estimated annual number of flights	**N.A.**				
Estimated annual number of SUs, if available	**N.A.**				
Description of the services provided by the ANSP in the cross-border area					
NAV Portugal provides air navigation services in the cross-border area.					
Annual cost incurred by the ANSP for the provision of services in the cross-border area	2025	2026	2027	2028	2029
	0	0	0	0	0
Methodology used to estimate/establish these costs					
The methodology used to establish the cost of providing this services was an marginal cost methodology. As the area is a natural extensions of the Portuguese air-space, the marginal cost associated to it was zero. It should be noted that the cross-border areas agreed between Portugal and Spain were so, for operational reasons. Considering the intricate design of the Portuguese / Spanish official borders, it was considered more effective to adjust it in order to promote a more efficient air navigation service provision. The adjustments made were such that, overall the level of activity in the two ACCs would be more or less the same, as if the borders were unchanged. Accordingly, as a "0" marginal cost was estimated, in the States Agreement that established these cross-border areas, it was also clearly stated that the charging zones should not be adjusted.					
Have these costs been excluded from the determined costs in the scope of the performance plan?	No				
The costs are estimated to be zero					

Description of the financial arrangements in place to cover these costs
The State agreement between the two countries establishes that the charging zones are unchanged, and as such, the cost base associated to each area is also unchaged. Furthermore, and as explained in the previous paragraph, the marginal cost associated to the service provision in these areas, is zero. As in all the cases, the areas are natural parts of existing sectors, being totally imbeded in the existing sectors, as can be seen in the attached maps. Considering the design of the political borders between Spain and Portugal, it would be considerably more complex (and consequently more expensive), to have the ACCs following the exact same design.
Additional comment

Cross-border area(s) #3		**Situated in:**		**Spain Continental**		
Geographical scope of the cross-border area(s)	**Please refer to cross-border areas map in attachment and annex N.**					
Rationale for establishing the cross-border area, including performance benefits	**The cross-border areas were established for operational reasons, allowing existing sectors both in the Lisbon ACC and Madrid ACC, to be optimized in terms of traffic management, instead of following the political borders between the two countries.**					
Size of the cross-border area (km2)	**609,0 km2**					
Estimated annual number of flights	**N.A.**					
Estimated annual number of SUs, if available	**N.A.**					
Description of the services provided by the ANSP in the cross-border area						
NAV Portugal provides air navigation services in the cross-border area.						
Annual cost incurred by the ANSP for the provision of services in the cross-border area	2025	2026	2027	2028	2029	
	0	0	0	0	0	
Methodology used to estimate/establish these costs						
The methodology used to establish the cost of providing this services was an marginal cost methodology. As the area is a natural extensions of the Portuguese air-space, the marginal cost associated to it was zero. It should be noted that the cross-border areas agreed between Portugal and Spain were so, for operational reasons. Considering the intricate design of the Portuguese / Spanish official borders, it was considered more effective to adjust it in order to promote a more efficient air navigation service provision. The adjustments made were such that, overall the level of activity in the two ACCs would be more or less the same, as if the borders were unchanged. Accordingly, as a "0" marginal cost was estimated, in the States Agreement that established these cross-border areas, it was also clearly stated that the charging zones should not be adjusted.						
Have these costs been excluded from the determined costs in the scope of the performance plan?	No					
The costs are estimated to be zero						
Description of the financial arrangements in place to cover these costs						
The State agreement between the two countries establishes that the charging zones are unchanged, and as such, the cost base associated to each area is also unchaged. Furthermore, and as explained in the previous paragraph, the marginal cost associated to the service provision in these areas, is zero. As in all the cases, the areas are natural parts of existing sectors, being totally imbeded in the existing sectors, as can be seen in the attached maps. Considering the design of the political borders between Spain and Portugal, it would be considerably more complex (and consequently more expensive), to have the ACCs following the exact same design.						
Additional comment						

4.1.2 - Planned or implemented cross-border initiatives at the level of ANSPs

Number of cross-border initiatives	1

Initiative #1	
Name	Detailed in Annex N.
Description	
Expected performance benefits	
Additional comments	

4.1.3 - Investment synergies achieved at FAB level or through other cross-border initiatives

Details of synergies in terms of common infrastructure and common procurement
Under the RP4 period, the current surveillance data-sharing agreements between NAV Portugal and ENAIRE, to exchange data from stations with coverage in the neighboring airspace, will be updated when needed due to the stations renewal. NAV Portugal is a member of the COOPANS alliance, which is an international partnership between the air navigation service providers of Austria (Austro Control), Croatia (Croatia Control), Denmark (Naviair), Ireland (AirNav Ireland), Portugal (NAV Portugal) and Sweden (LFV). Thales is a chosen supplier (industry partner) for COOPANS. COOPANS partners operate a world class, safe and cost-effective ATM system. COOPANS has adopted a common managerial approach, whereby the six ANSPs act as one organisation together with Thales with a focus on common success. NAV Portugal joined the European wide ANSP procurements, for: - The renewal of the ground to ground communications network (PENS/NewPENS);

- The setup of the Air Ground data-link communications (ACDLS/DSP) to support CPDLC and ADS-C EPP services;
- The usage of PKI certificates (EACP).

4.2 - Deployment of SESAR Common Projects (CP1)

CP1 ATM Functionality (CP1-AF)/ Sub-functionality (CP1-s-AF)	Target date of implementation	Date of actual/expected deployment of s-AF	Description of realised and/or planned investment(s) related to the deployment of s-AF	Relevant investments (Ref. # as per section 2)	RP4 determined costs related to the sub-AF (in national currency and in nominal terms)				
					2025	2026	2027	2028	2029
CP1-AF1 - Extended AMAN and Integrated AMAN/DMAN in High-Density TMAs									
CP1-s-AF1.1 AMAN extended to en-route airspace	*31/12/2024*	n/a	The Lisbon FIR is not on scope of this subfamily.						
CP1-s-AF1.2 AMAN/DMAN Integration	*31/12/2027*	n/a	The Lisbon FIR is not on scope of this subfamily.						
CP1-AF2 - Airport Integration and Throughput									
CP1-s-AF2.1 DMAN synchronised with predeparture sequencing	*31/12/2022*	n/a	The Lisbon FIR is not on scope of this subfamily.						
CP1-s-AF2.2.1 Initial airport operations plan (iAOP)	*31/12/2023*	n/a	The Lisbon FIR is not on scope of this subfamily.						
CP1-s-AF2.2.2 Airport operations plan (AOP)	*31/12/2027*	31/12/2027	The Lisbon FIR ANSP is already providing ATM information for the Lisbon Airport management system (CDM) and in time will evolve to provide the required iAOP info.	A1					
CP1-s-AF2.3 Airport safety nets	*31/12/2025*	n/a	The Lisbon FIR is not on scope of this subfamily.						
CP1-AF3 - Flexible Airspace Management and Free Route Airspace									
CP1-s-AF3.1 Airspace management and advanced flexible use of airspace	*31/12/2022*	31/12/2022	The Lisbon ACC deployed the system and the TopSky ATC to address the s-AF3.						
CP1-s-AF3.2 Free route airspace	*31/12/2025*	31/12/2025	The Lisbon FIR has full free route since 2009. Under the COOPANS program was deployed in the Lisbon ACC the TopSky ATC, which includes the technical enablers to support enhanced free route services.						
CP1-AF4 - Network Collaborative Management									
CP1-s-AF4.1 Enhanced short-term ATFCM measures	*31/12/2022*		The Lisbon ACC deployed the system and the TopSky ATC to address the s-AF3.						

CP1-s-AF4.2 Collaborative NOP	*31/12/2023*		The Lisbon ACC deployed the system and the TopSky ATC to address the s-AF3.						
CP1-s-AF4.3 Automated support for traffic complexity assessment	*31/12/2022*		The Lisbon ACC deployed the system and the TopSky ATC to address the s-AF3.						
CP1-s-AF4.4 AOP/NOP integration	*31/12/2027*	31/12/2027	The Lisbon ACC deployed the system and the TopSky ATC to address the s-AF3.						
CP1-AF5 - SWIM									
CP1-s-AF5.1 Common infrastructure components	*31/12/2024*	n/a							
CP1-s-AF5.2 SWIM yellow profile technical infrastructure and specifications	*31/12/2025*	2025-12-31 and 2030-03-31 (Topky ATC One)	Design and Development of a standard SWIM solution and implementation of the local SWIM integration platform. - Local SWIM Platform; - Definition of operational concepts, procedures and roles and responsibilities; - To take control of information flows between systems; - To build competence, resources and technical infrastructure for the development and operation of SWIM. The family will exploit common COOPANS solutions, as: - TopSky upgraded System; - Upgrade of Local SWIM Platform to handle all COOPANS common CP1 services; - To implement a SWIM capability based on a common architecture for all Members. Related work to ensure TopSky-ATC One while becoming CP1 compliant also to extract the operational benefits of CP1 in terms of improved information exchanges and operations including cost savings. TopSky-ATC One solution for remaining CP1 requirements, based on COOPANS CP1 SWIM infrastructure design, integration and further development of local SWIM integration platform. Including testing and validation of COOPANS upgraded system, preparation and performing of related training.						

CP1-s-AF5.3 Aeronautical information exchange	*31/12/2025*	31/12/2025	ASM/ARES - Reception and processing of information provided by EUROCONTROL LARA tool for dynamic management of military airspace (ASM/ARES) via the LARA SWIM services - Processing the information provided by LARA to dynamically activate/deactivate Temporary Segregated Area (TSA), and provide conflict detection and safety nets accordingly Other aeronautical information - Enabling the reception of AIM information via SWIM/AIXM	A1					
CP1-s-AF5.4 Meteorological information exchange	*31/12/2025*	2030-03-31 (Topky ATC One)	Only En-route MET (En-route Significant Weather Information Subscription and Request Service) is a COOPANS common functionality. TopSky can handle GRIB2 data, but not over SWIM. Full compliance is expected with the implementation of TopSky-ATC One. Function incorporates reception of MET information (GRIB2) from MET office SWIM/WXXM services.	A1					
CP1-s-AF5.5 Cooperative network information exchange	*31/12/2025*	n/a	NAV Portugal is using NM tools.						
CP1-s-AF5.6 Flight information exchange (yellow profile)	*31/12/2025*	2030-03-31 (Topky ATC One)	TopSky-ATC One system shall consume ARES information. The new eFPL format and the processing of the new data fields are to be developed. This phase (FF-ICE/R1) concerns addresses the exchange of enriched pre-departure flight information, using SWIM information services. Features: - Connection to EUROCONTROL NM SWIM/FIXM services for FF-ICE/R1 to receive initial flight plan information; - Processing the FF-ICE/R1 information for flight plan creation/update in the system – substituting legacy FPL2012 messaging and processing additional information provided by FF-ICE/R1, and properly processing erroneous messages.	A1					
CP1-AF6 - Initial Trajectory Information Sharing									

CP1-s-AF6.1 Initial air-ground trajectory information sharing	*31/12/2027*	2030-03-31 (Topky ATC One)	COOPANS and its ATM supplier will initiate common workshops to analyse and define the AF6 ADS-C/EPP concept to receive and process the EPP data in TopSky-ATC One. During the development phase of TopSky-ATC One and in particular in the Visibility Points and via innovation platform, COOPANS should report progress and test results to the SDM, to demonstrate that there is a viable roadmap to achieving the ADS-C/EPP requirements. The capability of ground distribution of the EPP data, distributed through a SWIM service, should be initiated and implemented in local infrastructure, e.g. via local SWIM integrations platform. The functionalites comprise of: - Connection to aircraft via air/ground datalink ATS/B2 ADS-C, to enable the reception of down-linked trajectory information (EPP); - Displaying a graphical view of the EPP information on request by the ATCo; - Processing of the received EPP to detect divergence from TopSky-ATC One FDP 4D trajectory prediction, and display related alert to the ATC Controller.	A1					
CP1-s-AF6.2 Network Manager trajectory information enhancement	*31/12/2027*	n/a							

CP1-s-AF6.3 Initial trajectory information sharing ground distribution	*31/12/2027*	2030-03-31 (Topky ATC One)	COOPANS and its ATM supplier will initiate common workshops to analyse and define the AF6 ADS-C/EPP concept to receive and process the EPP data in TopSky-ATC One. During the development phase of TopSky-ATC One and in particular in the Visibility Points and via innovation platform, COOPANS should report progress and test results to the SDM, to demonstrate that there is a viable roadmap to achieving the ADS-C/EPP requirements. The capability of ground distribution of the EPP data, distributed through a SWIM service, should be initiated and implemented in local infrastructure, e.g. via local SWIM integrations platform. Early test and validation activities should be initiated to evaluate the full chain of distributing and receiving EPP exchange in the ground network, via local SWIM platform. Features: - Connection to a centralised ground-based ADS-C server via provided SWIM service, to receive the EPP information - Further EPP processing as defined in AF6.1	A1					

Total RP4 determined costs for common project related to the sub-functionalities across charging zones for the concerned entity	0	0	0	0	0

4.3 - Change management

Change management practices and transition plans for the entry into service of major airspace changes or for ATM system improvements, aimed at minimising any negative impact on the network performance
During the RP4 timeframe there will at least one major changes in Lisbon FIR, and one in Portugal Terminal which will be closely monitored and requiring careful change management. The major change in the Lisbon FIR, is expected to have some operational impact, which is the upgrade of the ATM system. This change will be managed by NAV Portugal in collaboration with the NM, with a transition plan in order to minimize the impacts on capacity delivery. Additionally, this project has been jointly assisted by the COOPANS Alliance, who coordinates the procurement process with its industrial partner- Thales. As such, the internal NAV Portugal change management processes will be supported by the joint COOPANS management processes. This provides the users with additional assurances that the system procurement will be fit for purposes with a seamless transition process. The change expected in the terminal area, is also associated with the implementation of a new ATM System, and its management should follow the same principles, as the upgrade previously presented.

SECTION 5: TRAFFIC RISK SHARING ARRANGEMENTS AND INCENTIVE SCHEMES

5.1 - Traffic risk sharing parameters

- 5.1.1 Traffic risk sharing - En route charging zones
- 5.1.2 Traffic risk sharing - Terminal charging zones

5.2 - Capacity incentive schemes

- 5.2.1 - Capacity incentive scheme - Enroute
  - a) Parameters for the calculation of financial advantages or disadvantages - En route
  - b) Pivot values - En route
  - c) Modulation mechanism (if applicable)
- 5.2.2 - Capacity incentive scheme - Terminal
  - a) Parameters for the calculation of financial advantages or disadvantages - En route
  - b) Pivot values - Terminal
  - c) Modulation mechanism (if applicable)

5.3 - Optional incentives

Annexes of relevance to this section

- ANNEX G. PARAMETERS FOR THE TRAFFIC RISK SHARING
- ANNEX I. PARAMETERS FOR THE MANDATORY CAPACITY INCENTIVES
- ANNEX K. OPTIONAL INCENTIVE SCHEMES

5.1 - Traffic risk sharing

5.1.1 Traffic risk sharing - En route charging zones

Portugal Continental			Traffic risk-sharing parameters adapted?			no
			Service units lower than plan		Service units higher than plan	
	Dead band	Risk sharing band	% loss to be recovered	Max. charged if SUs 10% < plan	% additional revenue returned	Min. returned if SUs 10% > plan
Standard parameters	±2,00%	±10,0%	70,0%	5,6%	70,0%	5,6%

5.1.2 Traffic risk sharing - Terminal charging zones

Portugal - TCZ			Traffic risk-sharing parameters adapted?			no
			Service units lower than plan		Service units higher than plan	
	Dead band	Risk sharing band	% loss to be recovered	Max. charged if SUs 10% < plan	% additional revenue returned	Min. returned if SUs 10% > plan
Standard parameters	±2,00%	±10,0%	70,0%	5,6%	70,0%	5,6%

5.2 - Capacity incentive schemes

5.2.1 - Capacity incentive scheme - En route

a) Parameters for the calculation of financial advantages or disadvantages - En route

En route	Expressed in	Value
Dead band Δ	%	±20,0%
Max bonus (≤2%)	*% of DC*	1,00%
Max penalty (≥ Max bonus)	*% of DC*	1,00%

b) Pivot values - En route

Basis for the annual setting of pivot values	Modulated

c) Modulation mechanism (if applicable)

Section to be filled out only if the option for modulated pivot values has been selected under b) above.

Modulation mechanism of pivot values	Both A) and B)

Based on the modulation mechanism(s) selected above, provide a detailed description of the principles and methodology used to modulate the pivot values

Option A) - Modulation based on unforeseen changes in traffic

1) the pivot value for the year N is **equal** to the yearly update of reference values provided by the Network Manager in the NOP	Yes
2) the pivot value for year N is **informed** by the yearly update early update of reference values by the Network Manager in the NOP	No

If 2) applies describe the principle and formulas on the basis of which the pivot values are calculated
The pivot value is calculated by multipling an atributable delay factor - ADF - that consists of the average delay (in percentage) of the total ATC causes (CRSTMP) in respect to the total ATFM delay over the last 4 years, by the reference value indicated by the NOP for the year n. In the last reference period excluding the atypical years of the pademic this ADF factor was on average 98% wich multiplied by the reference value of 0,30 for 2025 returns a pivot value of 0,29.

Option B) - Modulation limiting pivot values to C, R, S, T, M, P delay codes

The scope of the incentives is limited to delay causes related to ATC capacity, ATC routing, ATC staffing, ATC equipment, airspace management and special events with the codes C, R, S, T, M and P of the ATFCM user manual
Explanation on the methodology used to modulate the pivot values accordingly
We are limiting the scope of the incentives to delay causes that are directly related to ATC, as these are the ones controllable by the ANSP. The incentive model in our view has as main objective, to incentivize the ANSP to provide the service levels agreed with airspace users at the onset of the plan, taking into account the best information available at the time. As such, the ANSP should be accountable for positive or negative deviations, that are within its control. Accordingly, Portugal opted for an incentive model that modulates for delay causes, and uses the latest version of the NOP as pivot value for year n+1, in order to make sure that the ANSP is only rewarded or penalised for actions that are within their control.

Additional information in the case of the combination of A) and B)

If the modulation of pivot values is based on both options A) and B) above, provide additional information on how these two modulation mechanisms are applied in combination with each other

5.2.2 - Capacity incentive scheme - Terminal

a) Parameters for the calculation of financial advantages or disadvantages - Terminal

Terminal	Expressed in	Value
Dead band Δ	%	20%
Max bonus (≤2%)	*% of DC*	1,00%
Max penalty (≥ Max bonus)	*% of DC*	1,00%

b) Pivot values - Terminal

Basis for the annual setting of pivot values	Modulated

c) Modulation mechanism (if applicable)

Section to be filled out only if the option for modulated pivot values has been selected under b) above.

Modulation mechanism of pivot values	Both A) and B)

Based on the modulation mechanism(s) selected above, provide a detailed description of the principles and methodology used to modulate the pivot values

Option A) - Modulation based on unforeseen changes in traffic

The pivot value for year N is modulated in order to enable significant and unforeseen changes in traffic to be taken into account	Yes

Description the principle and formulas on the basis of which the pivot values are calculated
The pivot value is calculated by multipling an atributable delay factor - ADF - that consists of the average delay (in percentage) of the total ATC causes (CRSTMP) in respect to the total ATFM delay over the last 4 years, by the reference value indicated by the NOP for the year n. In the last reference period excluding the atypical years of the pademic this ADF factor was on average 25% wich multiplied by the reference value of 2.19 returns a pivot value of 0.55.

Option B) - Modulation limiting pivot values to C, R, S, T, M, P delay codes

The scope of the incentives is limited to delay causes related to ATC capacity, ATC routing, ATC staffing, ATC equipment, airspace management and special events with the codes C, R, S, T, M and P of the ATFCM user manual
Explanation on the methodology used to modulate the pivot values accordingly
see explanation in the enroute chapter

Additional information in the case of the combination of A) and B)

If the modulation of pivot values is based on both options A) and B) above, provide additional information on how these two modulation mechanisms are applied in combination with each other

SECTION 6: IMPLEMENTATION OF THE PERFORMANCE PLAN

6.1 Monitoring of the implementation plan

6.2 Non-compliance with targets during the reference period

6 - IMPLEMENTATION OF THE PERFORMANCE PLAN

6.1 Monitoring of the implementation plan

Description of the processes put in place by the NSA to monitor the implementation of the Performance Plan including the yearly monitoring of all KPIs and PIs defined in Annex I of the Regulation and a description of the data sources
It is the NSA responsability the assessment of the achievement of the performance targets during the reference period. *All the data used for the purpose of the continuous monitoring shall be updated on a monthly basis and retrieved directly from an external source (Eurocontrol).* *The data to be used for continuous monitoring at State level is the following: Traffic (IFR flights, Arrival IFR flights, airport movements); Environment (KEA, Actual trajectory);* *Capacity (Total minutes of en-route ATFM delay, Minutes of en-route ATFM delay (per reason for regulation) and Minutes of arrival ATFM delay.* *The Continuous Monitoring Procedure is aimed at ensuring, as far as possible, that the targets in the RP3 are met throughout the year.*

6.2 Non-compliance with targets during the reference period

Description of the processes put in place and measures to be applied by the NSA to address the situation where targets are not reached during the reference period
Every month, at national level, updated data will be analyzed. This analysis should allow to determine whether targets risk not being met despite the moment of the year. Whenever there are reasons to believ targets are at risk, the NSA will request corrective actions. In case corrective measures are not possible, practical or are deemed unnecessary by the ANSP, appropriate justifications shall be provided. The NSA analyses the corrective actions and the justifications provided. If the response from the ANSP is not considered sufficient, more feedback shall be requested. Once the corrective actions and justifications are found appropriate, the risk of meeting the targets by the end of the year shall be analysed. In case targets still risk not being achieved despite the measures taken by ANSP, the NSA determines the need to report the EC in compliance with Article 37 of the Performance Regulation. However, in case the measures proposed are considered sufficient to mitigate the risk of not achieving the target by the end of the year, the NSA continues with the monitoring, and make a follow-up of the implementation of corrective actions proposed by the ANSP.

7 - ANNEXES

ANNEX A. REPORTING TABLES & ADDITIONAL INFORMATION (EN-ROUTE)
- ANNEX A.x - En route Charging Zone #x

ANNEX B. REPORTING TABLES & ADDITIONAL INFORMATION (TERMINAL)
- ANNEX B.x - Terminal Charging Zone #x

ANNEX C. CONSULTATION
ANNEX D. LOCAL TRAFFIC FORECASTS
ANNEX E. INVESTMENTS
ANNEX F. BASELINE VALUES (COST-EFFICIENCY)
ANNEX G. PARAMETERS FOR THE TRAFFIC RISK SHARING
ANNEX H. RESTRUCTURING MEASURES AND COSTS
ANNEX I. PARAMETERS FOR THE MANDATORY CAPACITY INCENTIVES
ANNEX J. OPTIONAL KPIs AND TARGETS
ANNEX K. OPTIONAL INCENTIVE SCHEMES
ANNEX L. JUSTIFICATION FOR SIMPLIFIED CHARGING SCHEME
ANNEX M. COST ALLOCATION
ANNEX N. CROSS-BORDER ANS
ANNEX O. JUSTIFICATIONS FOR THE LOCAL SAFETY TARGETS
ANNEX P. JUSTIFICATIONS FOR THE LOCAL ENVIRONMENT TARGETS
ANNEX Q. JUSTIFICATIONS FOR THE LOCAL CAPACITY TARGETS
ANNEX R. JUSTIFICATIONS FOR THE LOCAL COST-EFFICIENCY TARGETS
ANNEX S. INTERDEPENDENCIES
ANNEX T. OTHER MATERIAL
ANNEX U. VERIFICATION BY THE NSA OF THE COMPLIANCE OF THE COST BASE
ANNEX V. IMPLEMENTATION OF ATM MASTER PLAN
ANNEX Y. RESPONSES TO COMPLETENESS VERIFICATION
ANNEX Z. CORRECTIVE MEASURES