

| | | En-route | | Terminal | | Gate-to-gate | |
|--------------------------------------|-------|-------------|--|----------|-------------|--------------|-------------|
| | € M | % | | € M | % | | % |
| Staff costs | 4 652 | 66.4% | | 1 317 | 66.5% | | 66.4% |
| <i>ATCOs in OPS employment costs</i> | 2 237 | <i>n.a.</i> | | 633 | <i>n.a.</i> | | <i>n.a.</i> |
| <i>Other staff employment costs</i> | 2 415 | <i>n.a.</i> | | 684 | <i>n.a.</i> | | <i>n.a.</i> |
| Non-staff operating costs | 1 152 | 16.5% | | 347 | 17.5% | | 16.7% |
| Depreciation costs | 698 | 10.0% | | 172 | 8.7% | | 9.7% |
| Cost of capital | 489 | 7.0% | | 141 | 7.1% | | 7.0% |
| Exceptional items | 11 | 0.2% | | 4 | 0.2% | | 0.2% |
| Total ATM/CNS provision costs | 7 001 | 100.0% | | 1 981 | 100.0% | | 100.0% |