

Performance Review Body Monitoring Report

Greece - 2020

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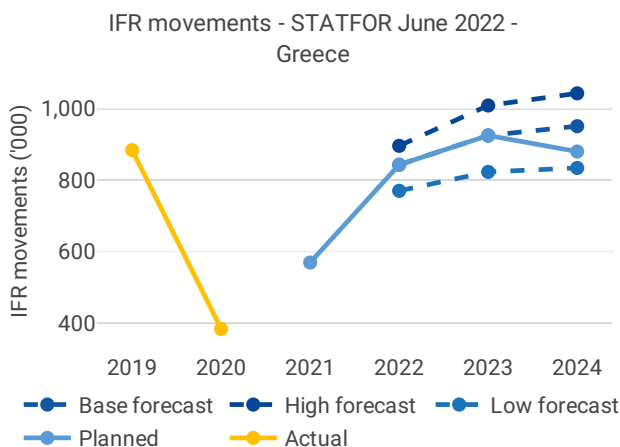
1 OVERVIEW

1.1 Contextual information

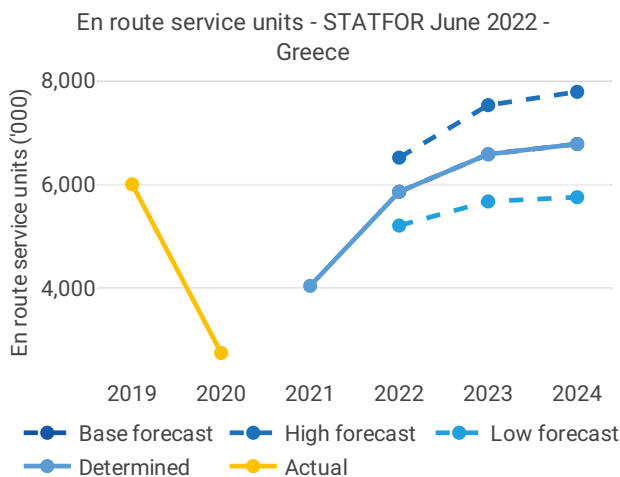
National performance plan adopted following Commission Decision (EU) 2022/2421 of 5 December 2022

<p>List of ACCs 2</p> <ul style="list-style-type: none"> Athens ACC Makedonia ACC 	<p>Exchange rate (1 EUR=)</p> <ul style="list-style-type: none"> 2017: 1 EUR 2020: 1 EUR 	<p>Main ANSP</p> <ul style="list-style-type: none"> • HASP
<p>No of airports in the scope of the performance plan:</p> <ul style="list-style-type: none"> • ≥80’K 1 • <80’K 0 	<p>Share of Union-wide:</p> <ul style="list-style-type: none"> • traffic (TSUs) 2020 5.2% • en route costs 2020 2.0% <p>Share en route / terminal costs 2020 89% / 11%</p>	<p>Other ANSPs</p> <p>–</p> <p>MET Providers</p> <ul style="list-style-type: none"> • HNMS
	<p>En route charging zone(s)</p> <p>Greece</p>	
	<p>Terminal charging zone(s)</p> <p>Greece</p>	

1.2 Traffic (En route traffic zone)

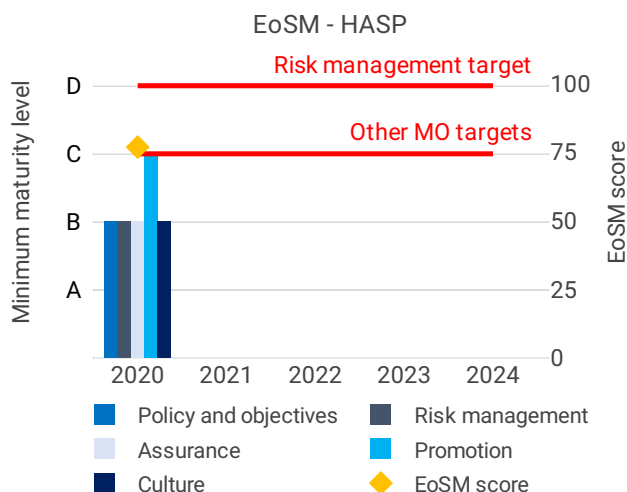


- Greece recorded 383K actual IFR movements in 2020, -57% compared to 2019 (884K).
- The reduction in IFR movements for Greece was in line with the average reduction at Union-wide level (-57%).



- Greece recorded 2,756K actual en route service units in 2020, -54% compared to 2019 (6,005K).
- Greece service units reduced less than the average reduction at Union-wide level (-57%).

1.3 Safety (Main ANSP)



- HCAA achieved the RP3 EoS M target for safety promotion in 2020, but remained below the targets on the other four management objectives.

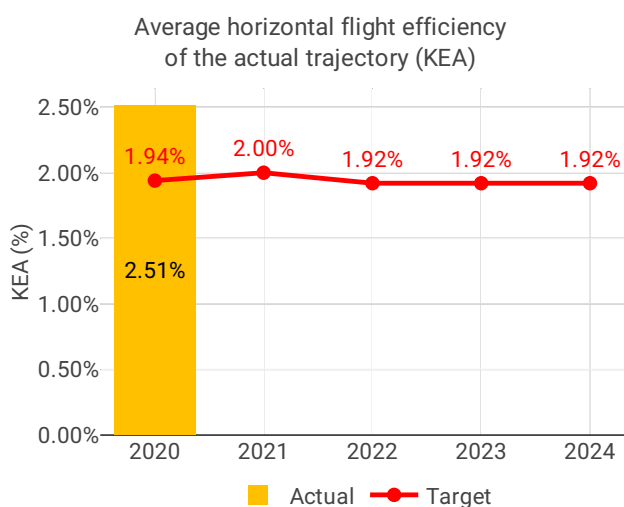
- Specific measures to improve maturity during 2020 were identified but were suspended due to the pandemic situation. Significant initiatives are still planned both by the NSA and the ANSP to restructure and improve the safety function in the organisations, which the PRB will closely monitor in 2021.

- HCAA must improve maturity by one level in five out of 28 EoS M questions and by two levels in one EoS M question to achieve its RP3 targets.

- The rates of occurrences are below Union-wide level for both RIs and SMIs, but the rate of SMI increased in 2020.

- HCAA should improve its SMS by implementing automated safety data recording systems for occurrences.

1.4 Environment (Member State)



- Greece achieved a KEA performance of 2.51% compared to its reference value of 1.94% and therefore did not contribute positively towards achieving the Union-wide target.

- Greece stated that the reduction in overflights, which normally have a better KEA, affected their national results. The PRB does not consider this justification sufficient since other Member States still achieved their targets and were affected by reduced overflights like Greece was but still managed to achieve their reference values.

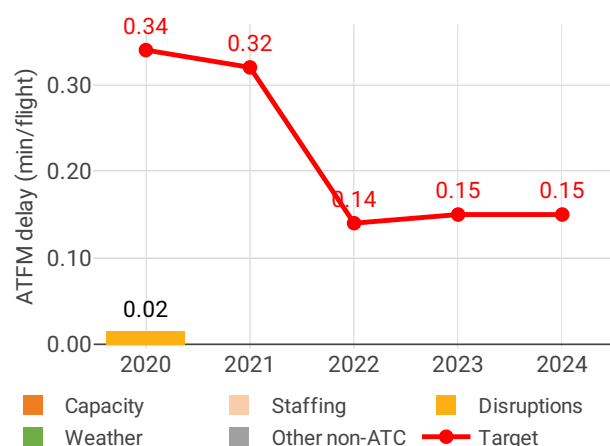
- Given the fall in traffic, Greece stated that area reservations by the military increased, which affected KEA. Since Greece did not report the hours

of area reservation vs. actual usage, it is not possible to say whether this was the case. However, Greece should improve its flexible use of airspace as it is an anomalous result to not improve KEA performance given the drop in traffic.

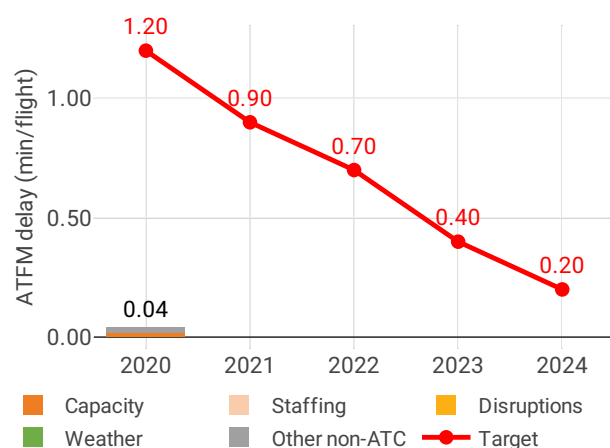
- The share of flights operating CCO/CDO improved in 2020. The additional time airspace users spent taxiing or holding in terminal airspace reduced by 34% compared to 2019.

1.5 Capacity (Member State)

Average en route ATFM delay per flight by delay groups



Average arrival ATFM delay per flight by delay groups



- HCAA registered 0.02 minutes of average en route ATFM delay per flight during 2020, thus meeting the local breakdown value of 0.34.

- Delays must be considered in the context of the traffic evolution: IFR movements in 2020 were 57% below the 2019 levels in Greece.

- Greece reported that the number of ATCO FTEs decreased by 9% in 2020 compared to 2019 which represents a 32% deficit when compared to the 2020 planned values. Due to amended recruitment plans, only two ATCO FTEs started working in OPS in 2020 compared to the initially planned 59.

- Based on the analysis of previous capacity profiles, the PRB estimates Greece will face a capacity gap once IFR movements rise above 92% of 2019 levels. The PRB recommends that capacity improvement measures are implemented before traffic begins to recover.

- Delays were related to disruptions (ATC industrial actions).

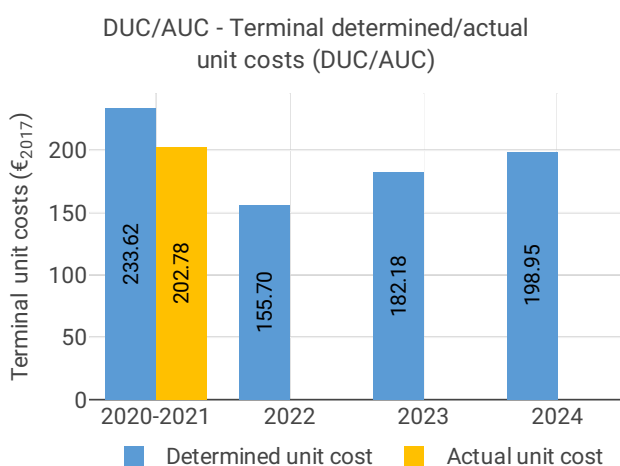
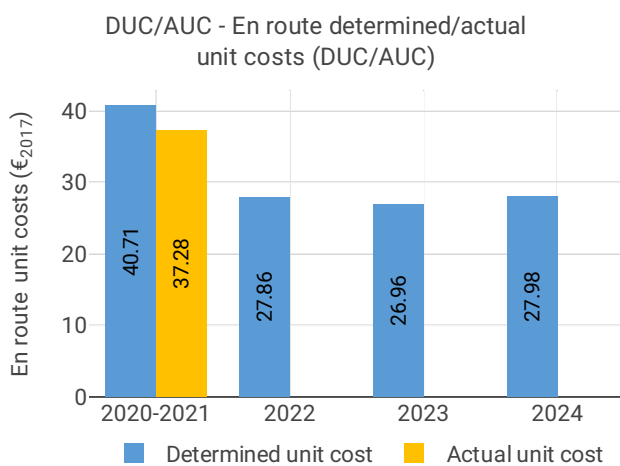
- The share of delayed flights with delays longer than 15 minutes in Greece increased by 19.05 p.p. compared to 2019.

- The yearly total of sector opening hours in Athens

ACC was 50,631, showing a 11.4% decrease compared to 2019.

- Athens ACC registered 5.83 IFR movements per one sector opening hour in 2020, being 60.9% below 2019 levels.

1.6 Cost-efficiency (En route/Terminal charging zone(s))



- The 2020 actual service units (2,756K) were 54% lower than the actual service units in 2019 (6,004K).

- Greece reduced total costs in 2020 by 17 M€2017 (-12%) compared to 2019 actual costs. The reduction in total costs is primarily driven by a decrease in staff costs of 21 M€2017 (-19%), resulting from changes in the ATCO recruitment plan and reduced traffic dependent staff costs.

- NSA SAR costs are included for the first time and mainly responsible for the increase in other operating costs and cost of capital of 1.9 M€2017 (+7%) and 2.4 M€2017 (+184%) respectively.

- HCAA spent 1.7 M€2017 in 2020 related to costs of investments, 38% less than planned in the 2019 draft performance plan (2.8 M€2017). The reduction is due to a lower cost of capital and depreciation resulting from a lower asset base than originally planned.

2 SAFETY - GREECE

2.1 PRB monitoring

- HCAA achieved the RP3 EoS target for safety promotion in 2020, but remained below the targets on the other four management objectives.

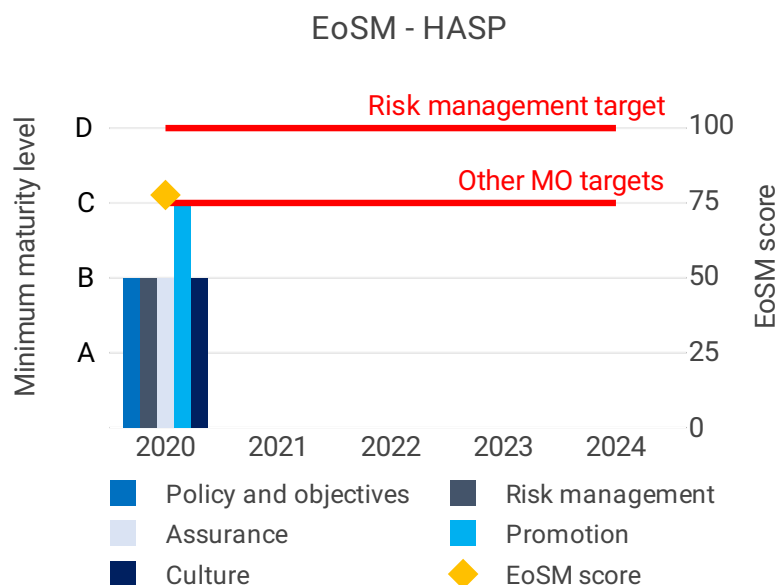
- Specific measures to improve maturity during 2020 were identified but were suspended due to the pandemic situation. Significant initiatives are still planned both by the NSA and the ANSP to restructure and improve the safety function in the organisations, which the PRB will closely monitor in 2021.

- HCAA must improve maturity by one level in five out of 28 EoS questions and by two levels in one EoS question to achieve its RP3 targets.

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- HCAA should improve its SMS by implementing automated safety data recording systems for occurrences.

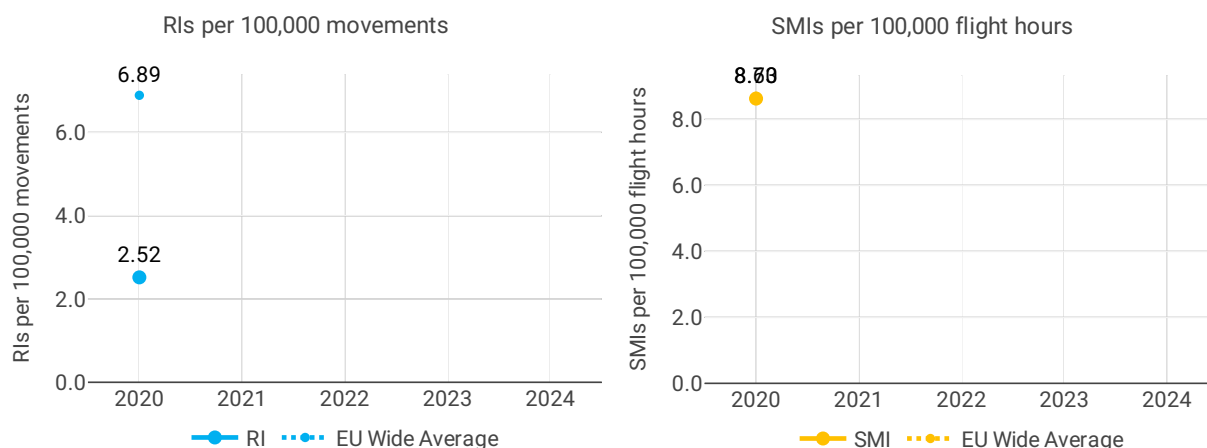
2.2 Effectiveness of Safety Management (EoSM) (KPI#1)



Focus on EoSM

One out of five EoSM components of the ANSP meet the 2024 target level, namely “Safety Promotion”. The other four are below 2024 target levels and are expected to improve in the next years of RP3. Particular attention should be devoted to improve safety risk management component, which is two maturity levels below target.

2.3 Occurrences - Rate of runway incursions (RIs) (PI#1) & Rate of separation minima infringements (SMIs) (PI#2)



3 ENVIRONMENT - GREECE

3.1 PRB monitoring

- Greece achieved a KEA performance of 2.51% compared to its reference value of 1.94% and therefore did not contribute positively towards achieving the Union-wide target.
- Greece stated that the reduction in overflights, which normally have a better KEA, affected their national results. The PRB does not consider this justification sufficient since other Member States still achieved their targets and were affected by reduced overflights like Greece was but still managed to achieve their reference values.

- Given the fall in traffic, Greece stated that area reservations by the military increased, which affected KEA. Since Greece did not report the hours of area reservation vs. actual usage, it is not possible to say whether this was the case. However, Greece should improve its flexible use of airspace as it is an anomalous result to not improve KEA performance given the drop in traffic.
- The share of flights operating CCO/CDO improved in 2020. The additional time airspace users spent taxiing or holding in terminal airspace reduced by 34% compared to 2019.

3.2 En route performance

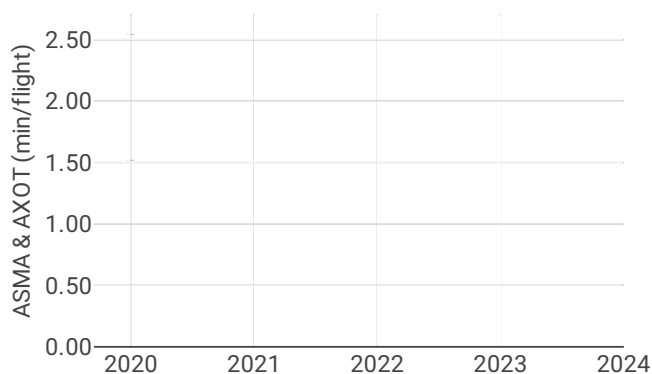
3.2.1 Horizontal flight efficiency of the actual trajectory (KEA) (KPI#1), of the last filed flight plan (KEP) (PI#1) & shortest constrained route (SCR) (PI#2)



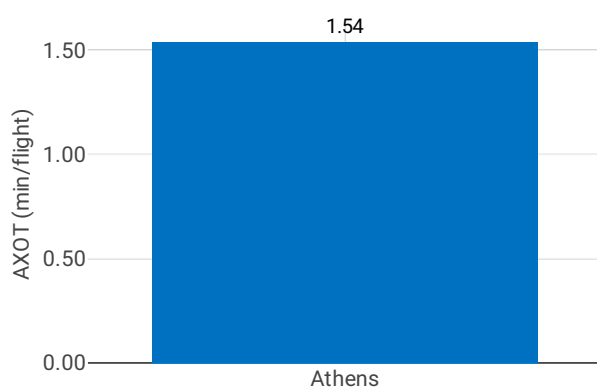
3.3 Terminal performance

3.3.1 Additional taxi-out time (AXOT) (PI#3) & Arrival Sequencing and Metering Area (ASMA) time (PI#4)

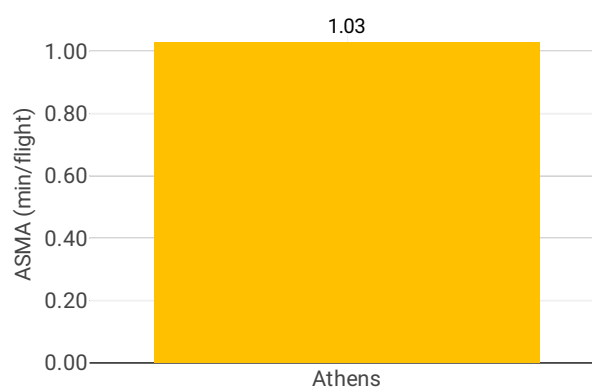
ASMA & AXOT



AXOT, main airport(s) - 2020



ASMA, main airport(s) - 2020



Focus on ASMA & AXOT

AXOT

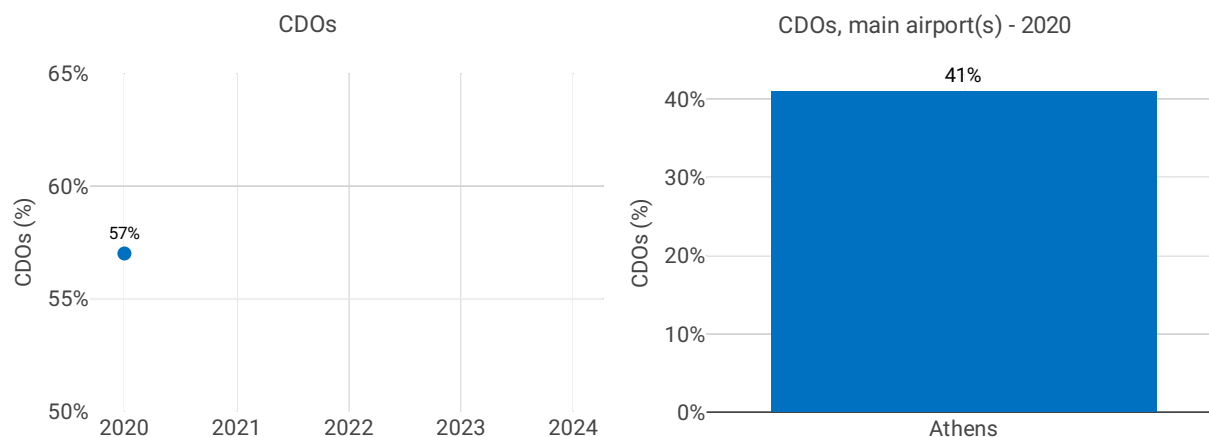
Additional taxi-out times at Athens (LGAV; 2019: 2.61 min/dep.; 2020: 1.54 min/dep.) lowered by 41%, driven mainly by the performance in April, May and June, when they averaged about 1 min/dep. In July and October however these times were considerably worse, around the 2 min/dep.

ASMA

The additional times in the terminal airspace also decreased in 2020 (LGAV; 2019: 1.30 min/arr.; 2020: 1.03 min/arr.) but in a smaller proportion compared to the additional taxi-out times or the additional ASMA times at other European airports.

In October 2020 and despite the much lower traffic, these additional times were even higher than any other month in 2019, averaging 1.73 min/arr.

3.3.2 Share of arrivals applying continuous descent operations (CDOs) (PI#5)

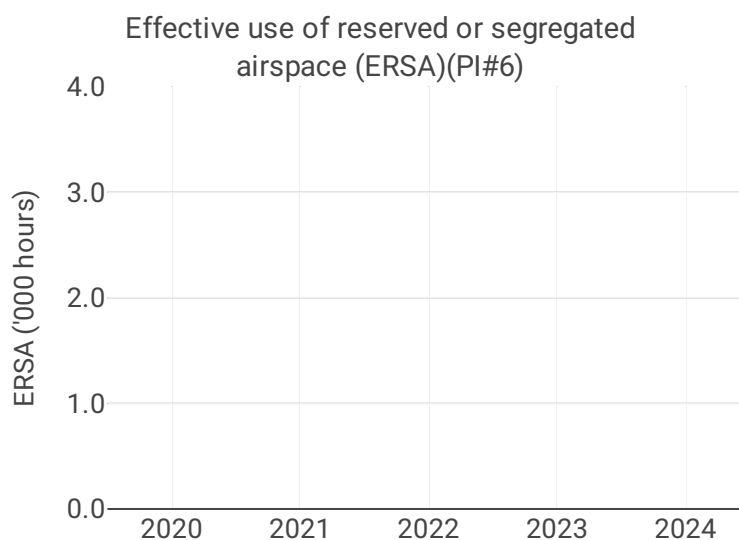


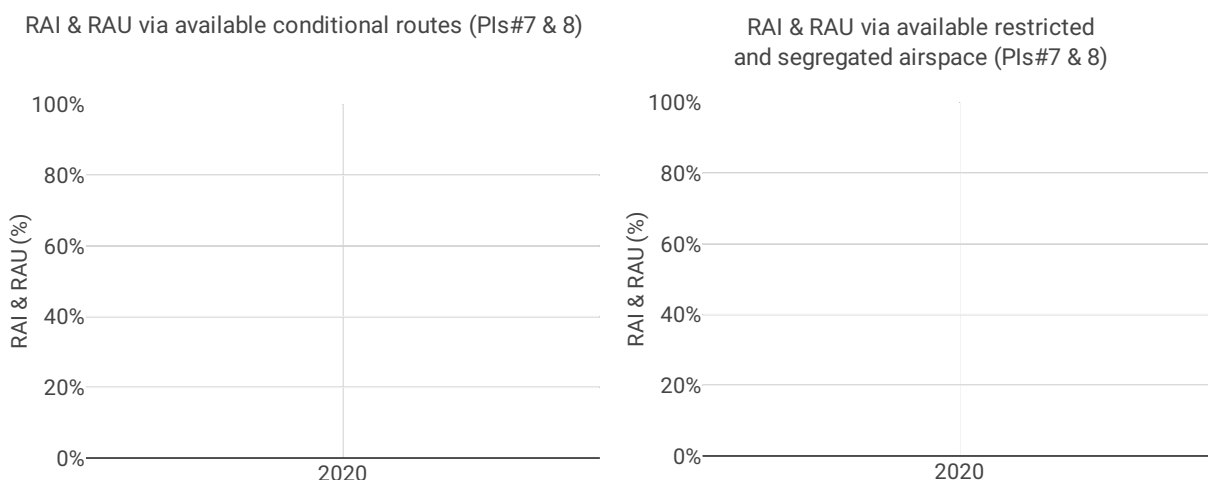
Focus CDOs

The share of CDO flights at Athinai/Eleftherios Venizelos (LGAV) is 40.6% which is above the overall RP3 value in 2020 (32.5%).

Airport Name	Airport level														
	Additional taxi-out time (PI#3)					Additional ASMA time (PI#4)					Share of arrivals applying CDO (PI#5)				
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
Athens	1.54	NA	NA	NA	NA	1.03	NA	NA	NA	NA	41%	NA	NA	NA	NA

3.4 Civil-Military dimension





Focus on Civil-Military dimension

Update on Military dimension of the plan

Environment: Airspace design reorganizes the airspace structure in order to decrease aircraft emissions and noise, therefore implementing certain airspace structures (FRA, TSA/TRA, torte case, etc.) airspace connectivity, as well as certain regulations for controlling emissions (having in mind i.e. that the average age of the military fleet is 21 years versus 13 years for the commercial fleet) will affect the impact of military dimension on the environment KPA.

Capacity: Airspace design provides a more integrated management of the airspace, without the limitations of national borders, in order to maximise capacity through initiatives such as Flexible Use of Airspace, harmonisation of airspace categories and free routing, starting with upper airspace above a certain altitude and continuing in stages to optimise capacity.

Military - related measures implemented or planned to improve environment and capacity

Environment: Implementation of FRA, implementation of TSA/TRA and certain procedures for flexible use of airspace.

Capacity: Classification of airspace (according to the needs), implementation of FRA, implementation of certain TSA/TRA for specific military use. Reorganization of airspace structures for capacity optimization.

Initiatives implemented or planned to improve PI#6

Relevant actions by HANSA to be decided (if necessary) after evaluation of all parameters including the effect of the pandemic specifically for 2020.

Initiatives implemented or planned to improve PI#7

Relevant actions by HANSA to be decided (if necessary) after evaluation of all parameters including the effect of the pandemic specifically for 2020.

Initiatives implemented or planned to improve PI#8

Relevant actions by HANSA to be decided (if necessary) after evaluation of all parameters including the effect of the pandemic specifically for 2020.

4 CAPACITY - GREECE

4.1 PRB monitoring

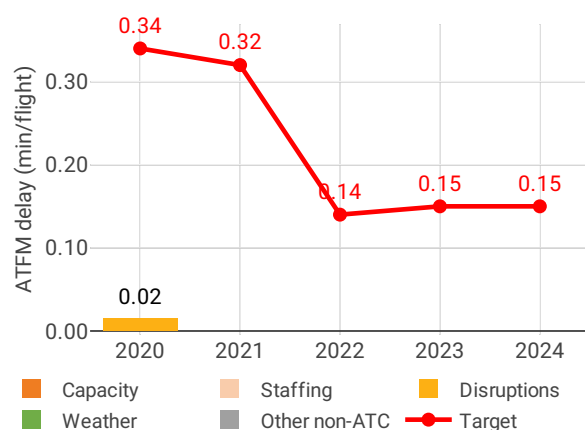
- HCAA registered 0.02 minutes of average en route ATFM delay per flight during 2020, thus meeting the local breakdown value of 0.34.
- Delays must be considered in the context of the traffic evolution: IFR movements in 2020 were 57% below the 2019 levels in Greece.

- Greece reported that the number of ATCO FTEs decreased by 9% in 2020 compared to 2019 which represents a 32% deficit when compared to the 2020 planned values. Due to amended recruitment plans, only two ATCO FTEs started working in OPS in 2020 compared to the initially planned 59.
- Based on the analysis of previous capacity profiles, the PRB estimates Greece will face a capacity gap once IFR movements rise above 92% of 2019 levels. The PRB recommends that capacity improvement measures are implemented before traffic begins to recover.
- Delays were related to disruptions (ATC industrial actions).
- The share of delayed flights with delays longer than 15 minutes in Greece increased by 19.05 p.p. compared to 2019.
- The yearly total of sector opening hours in Athens ACC was 50,631, showing a 11.4% decrease compared to 2019.
- Athens ACC registered 5.83 IFR movements per one sector opening hour in 2020, being 60.9% below 2019 levels.

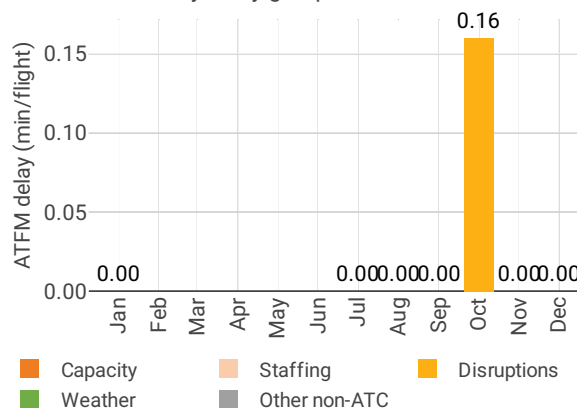
4.2 En route performance

4.2.1 En route ATFM delay (KPI#1)

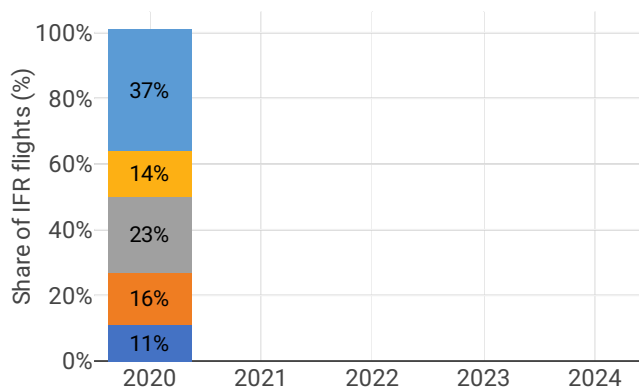
Average en route ATFM delay per flight by delay groups



Monthly distribution of en route ATFM delay by delay groups - 2020



Distribution of IFR flights per the duration of en route ATFM delay



Focus on en route ATFM delay

Summary of capacity performance

Greece experienced a traffic reduction of 57% from 2019 levels, to 383k flights. The traffic level was accommodated with less than 6k minutes en route ATFM delays to airspace users, all of which were attributed to ATC industrial action in October 2020.

NSA’s assessment of capacity performance

No data available

Monitoring process for capacity performance

No data available

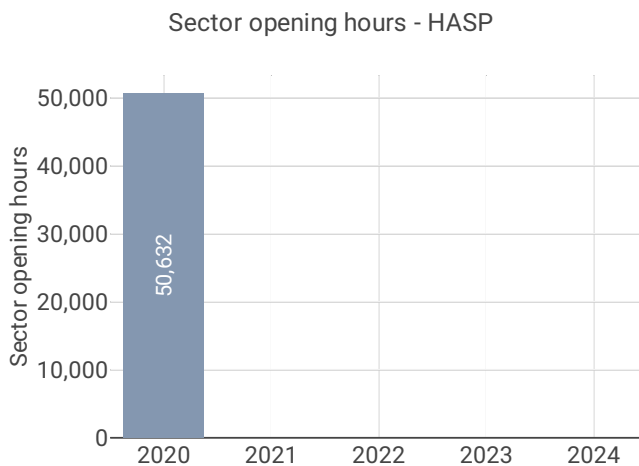
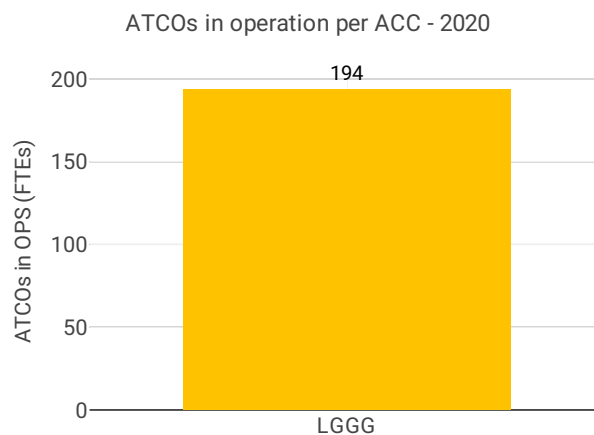
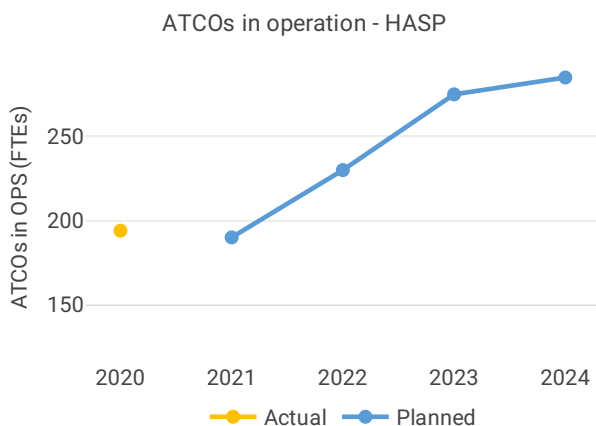
Capacity planning

No data available

Application of Corrective Measures for Capacity (if applicable)

No data available

4.2.2 Other indicators

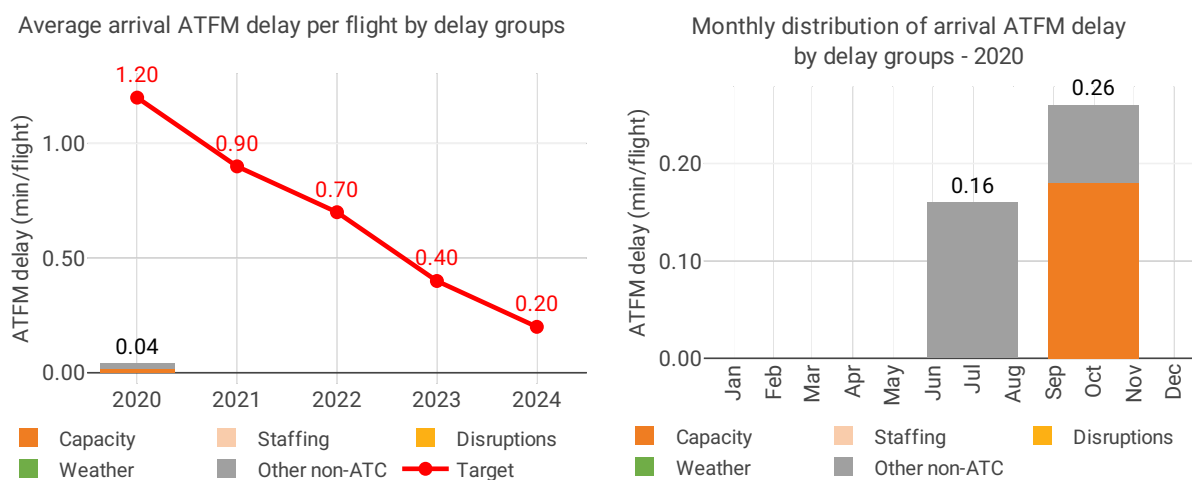


Focus on ATCOs in operations

Regarding 2020, due to the COVID 19 crisis the recruitment plan was amended. 20 ATCOs left in 2019 and 22 more left in 2020.

4.3 Terminal performance

4.3.1 Arrival ATFM delay (KPI#2)



Focus on arrival ATFM delay

Operational ANS performance at airports is monitored for one airport in Greece (i.e. Athens (LGAV)), the only airport subject to RP3 monitoring. The Airport Operator Data Flow is fully established and the monitoring of all capacity indicators can be performed. Nevertheless, the quality of the reporting does not allow for the calculation of the ATC pre-departure delay, with more than 60% of the reported delay not allocated to any cause.

Traffic at Athens in 2020 decreased by 51% with respect to 2019, significantly less than at other European airports, where the impact of COVID has generally been higher. The arrival ATFM delays showed a 99% reduction with respect to the previous year, with delays only in July and October. Slot adherence was well above 90%.

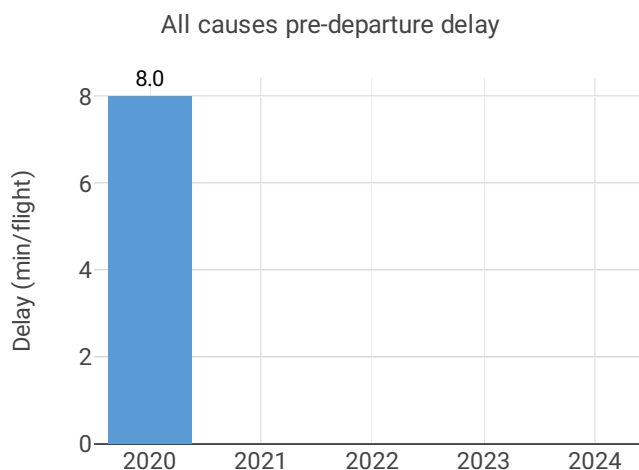
The average arrival ATFM delay at Athens in 2020 was 0.04 min/arr, drastically lower compared with 3.57 min/arr in 2019 (-99%).

Delays were only observed in July and October, and they were attributed to aerodrome capacity (61%) and ATC capacity (39%) despite the lower traffic.

The provisional national target on arrival ATFM delay in 2020 was met.

In accordance with Article 3 (3) (a) of Implementing Regulation (EU) 2020/1627: The incentive scheme shall cover only the calendar years 2022 to 2024.

4.3.2 Other terminal performance indicators (PI#1-3)



Airport level

Airport name	Avg arrival ATFM delay (KPI#2)				Slot adherence (PI#1)			
	2020	2021	2022	2023	2020	2021	2022	2023
Athens	0.04	NA	NA	NA	94.5%	NA%	NA%	NA%

Airport name	ATC pre departure delay (PI#2)				All causes pre departure delay (PI#3)			
	2020	2021	2022	2023	2020	2021	2022	2023
Athens	0.03	NA	NA	NA	8	NA	NA	NA

Focus on performance indicators at airport level

ATFM slot adherence

The share of regulated departures from Athens in the first trimester was already low (around 5%) but with the drastic drop in traffic, regulated departures virtually disappeared as of April. The annual figure is therefore driven by the performance in the first trimester.

Athens's ATFM slot compliance was 94.5%. With regard to the 5.5% of flights that did not adhere, 3.7% was early and 1.8% was late.

Greek NSA reports: *Performance in relation to the previous year remained almost at the same level, slightly improving (94,5% in 2020 compared to 93.3.%in 2019). Further details will be provided in due time, if necessary, after the completion of relevant consultation with the Provider and the evaluation of the collected data.*

ATC pre-departure delay

The quality of the airport data reported by Athens airport is too low, preventing the calculation of this indicator.

The calculation of the ATC pre-departure delay is based on the data provided by the airport operators through the Airport Operator Data Flow (APDF) which is properly implemented at Athens.

However, there are several quality checks before EUROCONTROL can produce the final value which is established as the average minutes of pre-departure delay (delay in the actual off block time) associated to the IATA delay code 89 (through the APDF, for each delayed flight, the reasons for that delay have to be transmitted and coded according to IATA delay codes.

However, sometimes the airport operator has no information concerning the reasons for the delay in the off block, or they cannot convert the reasons to the IATA delay codes. In those cases, the airport operator might:

- Not report any information about the reasons for the delay for that flight (unreported delay)
- Report a special code to indicate they do not have the information (code ZZZ)
- Report a special code to indicate they do not have the means to collect and/or translate the information (code 999)

To be able to calculate with a minimum of accuracy the PI for a given month, the minutes of delay that are not attributed to any IATA code reason should not exceed 40% of the total minutes of pre-departure delay observed at the airport.

Finally, to be able to produce the annual figure, at least 10 months of valid data is requested by EUROCONTROL.

The share of unidentified delay reported by Athens was above 40% since April 2020, preventing the calculation of this indicator, due to the special traffic composition. Athens had proper reporting before the pandemic.

The Greek NSA reports that this issue is *under consultation with the Provider. Further information will be provided in due time, after the collection and evaluation of all relevant data.*

All causes pre-departure delay

The total (all causes) delay in the actual off block time at Athens in 2020 was 8 min/dep. with little variation throughout the year.

This performance indicator has been introduced in the performance scheme for the first time this year, so no evolution with respect to 2019 can be analysed.

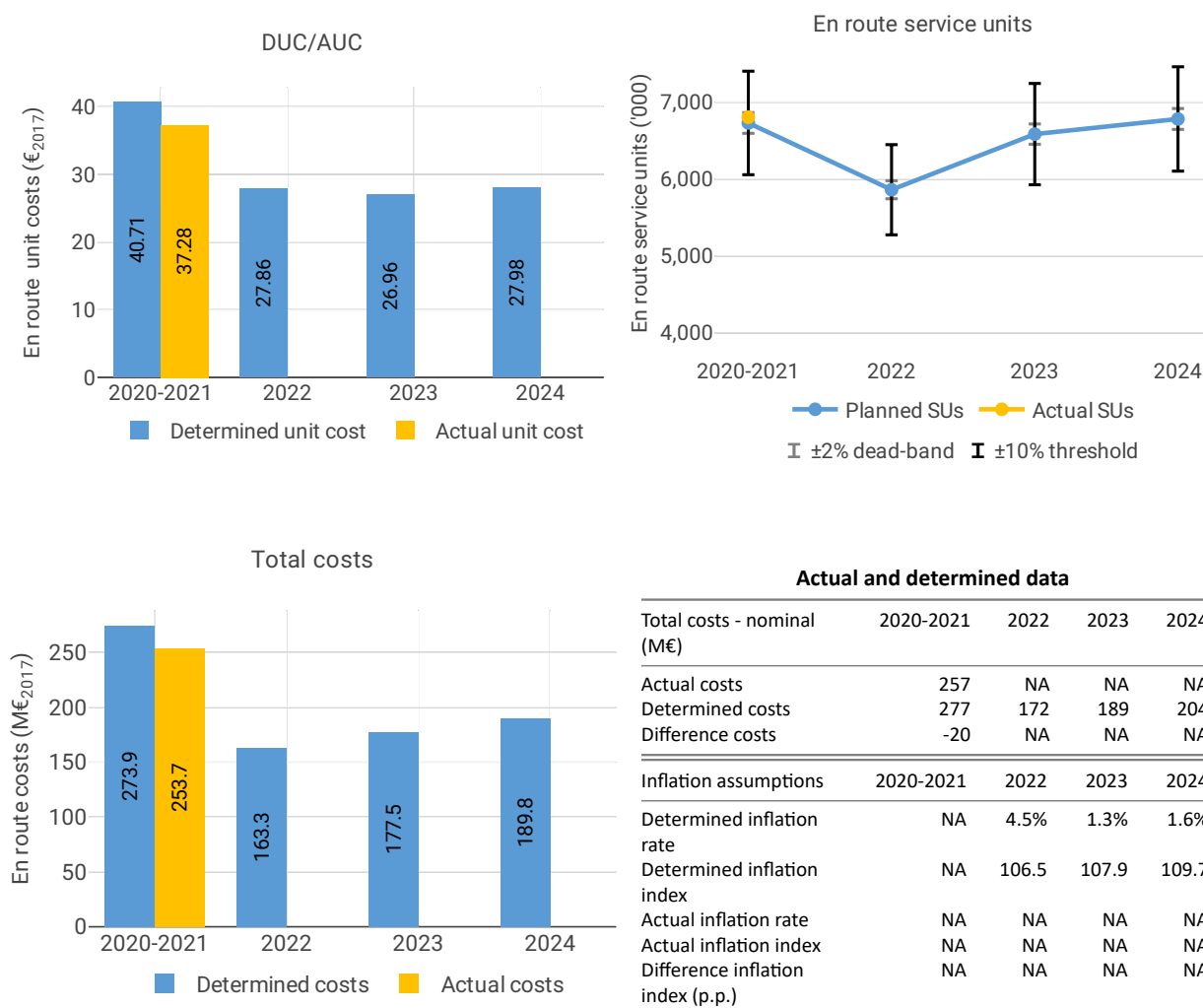
5 COST-EFFICIENCY - GREECE

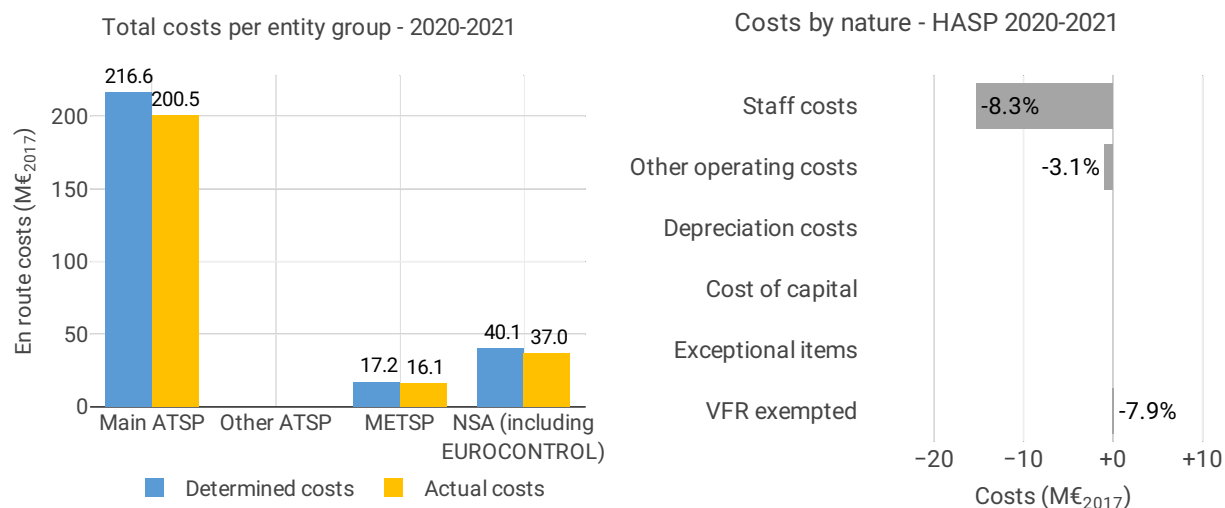
5.1 PRB monitoring

- The 2020 actual service units (2,756K) were 54% lower than the actual service units in 2019 (6,004K).
- Greece reduced total costs in 2020 by 17 M€2017 (-12%) compared to 2019 actual costs. The reduction in total costs is primarily driven by a decrease in staff costs of 21 M€2017 (-19%), resulting from changes in the ATCO recruitment plan and reduced traffic dependent staff costs.
- NSA SAR costs are included for the first time and mainly responsible for the increase in other operating costs and cost of capital of 1.9 M€2017 (+7%) and 2.4 M€2017 (+184%) respectively.
- HCAA spent 1.7 M€2017 in 2020 related to costs of investments, 38% less than planned in the 2019 draft performance plan (2.8 M€2017). The reduction is due to a lower cost of capital and depreciation resulting from a lower asset base than originally planned.

5.2 En route charging zone

5.2.1 Unit cost (KPI#1)





Focus on unit cost

AUC vs. DUC

The AUC for the combined year 2020-2021 corresponds to 37.28€₂₀₁₇ and was lower by -8.4% (or -3.43€₂₀₁₇) from DUC (40.71€₂₀₁₇). This results from the combination of slightly higher than planned TSUs (+1.1%) and lower than planned en route costs in real terms (by -7.4%, or -20.3 M€₂₀₁₇).

En route service units

The difference between actual and planned TSUs (+1.1%) falls within the $\pm 2\%$ dead band. Hence the resulting gain is kept by the ANSPs.

En route costs by entity

Actual real en route costs for 2020-2021 are -7.4% (-20.3 M€₂₀₁₇) lower than planned. This result is driven by the main ANSP (HCAA, now HASP) with the costs lower by -7.4% (-16.1 M€₂₀₁₇), NSA/EUROCONTROL with costs lower by -7.7% (-3.1 M€₂₀₁₇) and the METSP with a costs decrease of -6.2% (-1.1 M€₂₀₁₇).

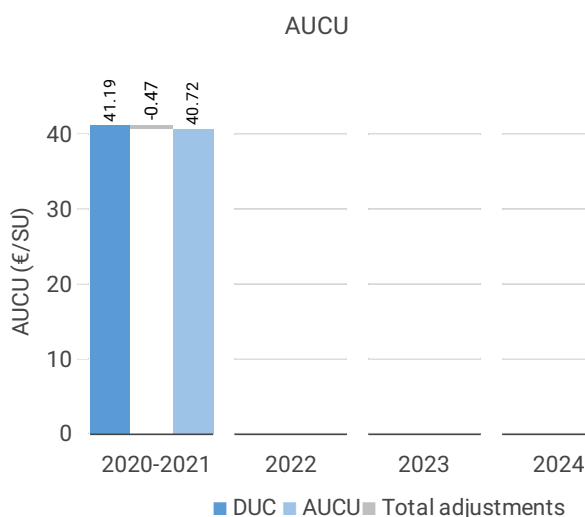
En route costs for the main ANSP at charging zone level

Overall, the en route costs in real terms for HCAA (now HASP) in 2020-2021 were lower by -7.4% (-16.1 M€₂₀₁₇) comparing with the determined costs from the performance plan. This is mainly the result of:

- lower staff costs (-8.3% or -15.2 M€₂₀₁₇) reflecting the amendments to the recruitment plan implemented during COVID-19 crisis;
- lower other operating costs (-3.1% or -0.9 M€₂₀₁₇) due to costs savings in 2021; and
- lower deduction of the costs of exempted VFR flights (-7.9%)

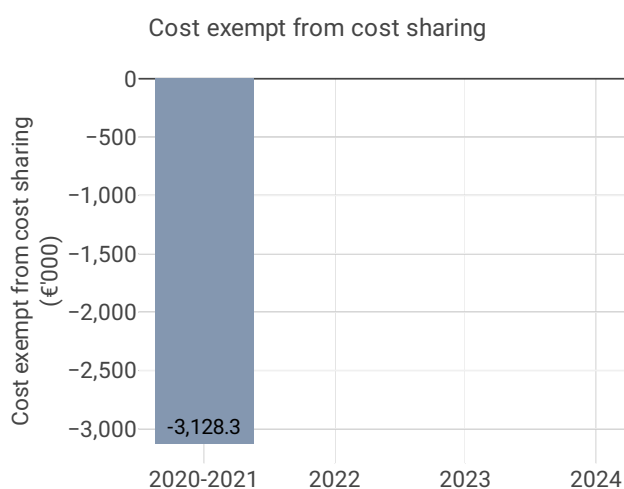
No difference is observed for the cost of capital and depreciation for HCAA (HASP) in combined year 2020-2021.

5.2.2 Actual unit cost incurred by the users (AUCU) (PI#1)



AUCU components (€/SU) – 2020-2021

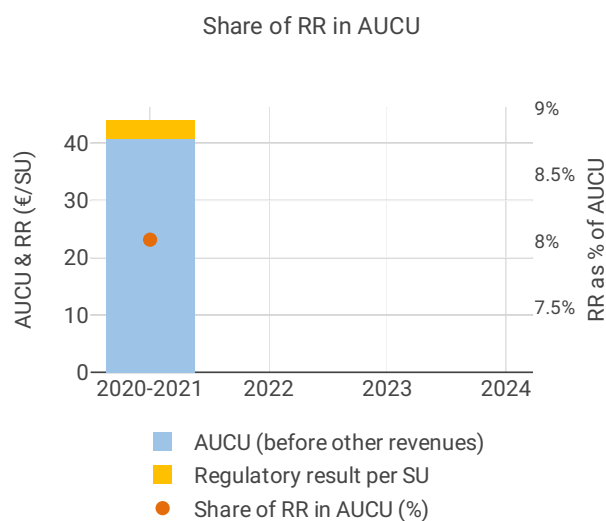
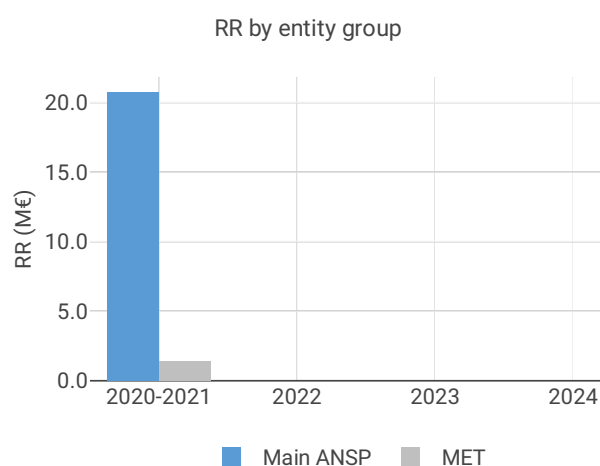
Components of the AUCU in 2020-2021	€/SU
DUC	41.19
Inflation adjustment	0.09
Cost exempt from cost-sharing	-0.46
Traffic risk sharing adjustment	0.00
Traffic adj. (costs not TRS)	-0.09
Financial incentives	0.00
Modulation of charges	0.00
Cross-financing	0.00
Other revenues	0.00
Application of lower unit rate	0.00
Total adjustments	-0.47
AUCU	40.72
AUCU vs. DUC	-1.1%

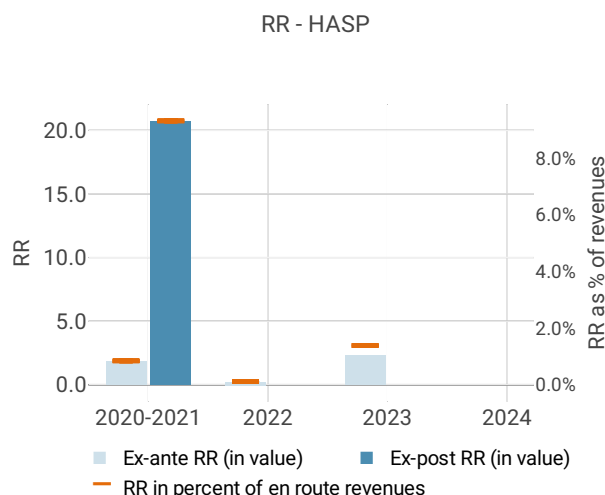


Cost exempt from cost sharing by item – 2020-2021

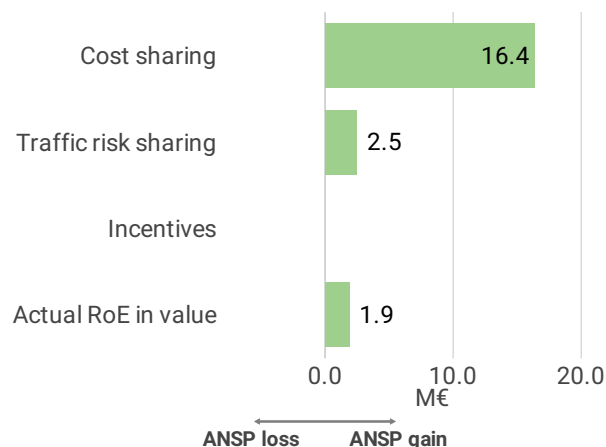
Cost exempt from cost sharing by item	€'000	€/SU
New and existing investments	-22.5	0.00
Competent authorities and qualified entities costs	-2,552.6	-0.38
Eurocontrol costs	-553.2	-0.08
Pension costs	0.0	0.00
Interest on loans	0.0	0.00
Changes in law	0.0	0.00
Total cost exempt from cost risk sharing	-3,128.4	-0.46

5.2.3 Regulatory result (RR)





Net result from en route activity - HASP 2020-2021



Focus on regulatory result

HCAA (now HASP) net gain on activity in the en route charging zone in the combined year 2020-2021

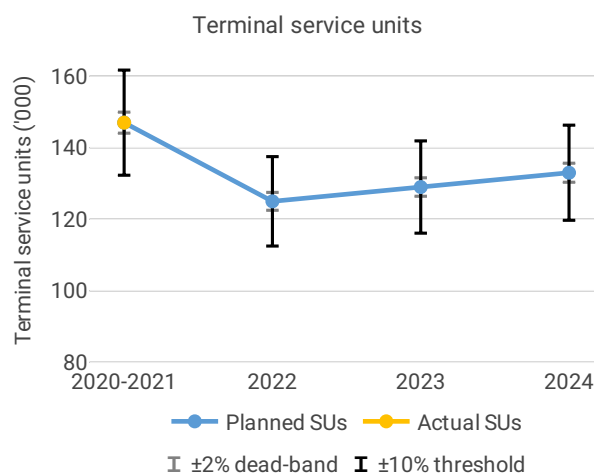
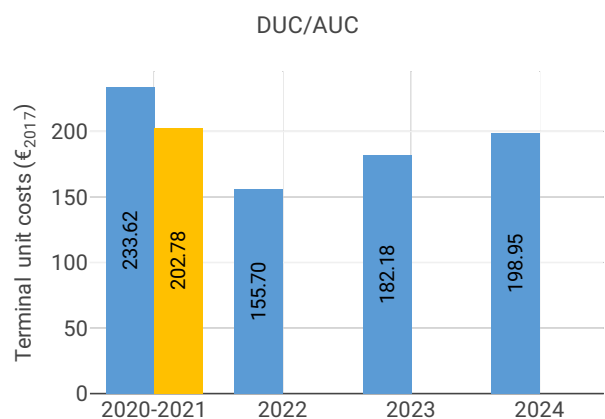
HCAA's net gain amounts to +18.9 M€ mainly due to gains of +16.4 M€ from the cost sharing mechanism, and gains of +2.5 M€ from the traffic risk sharing mechanism.

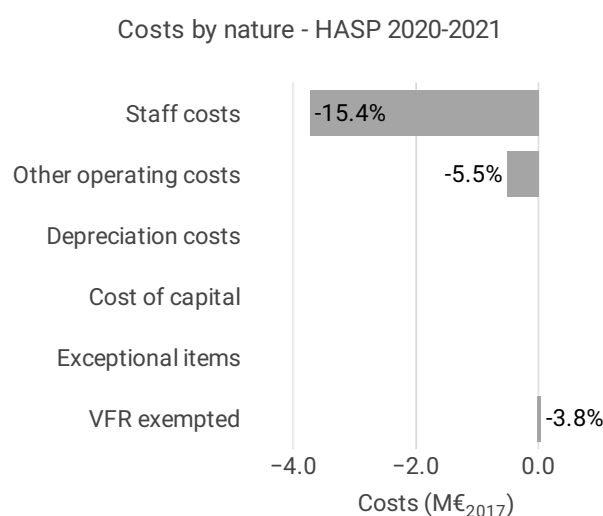
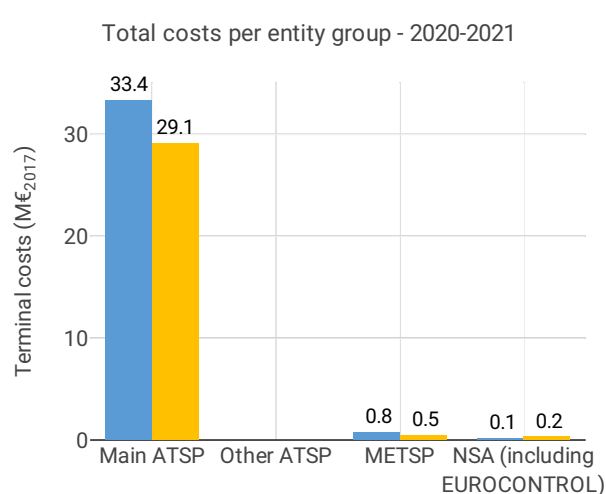
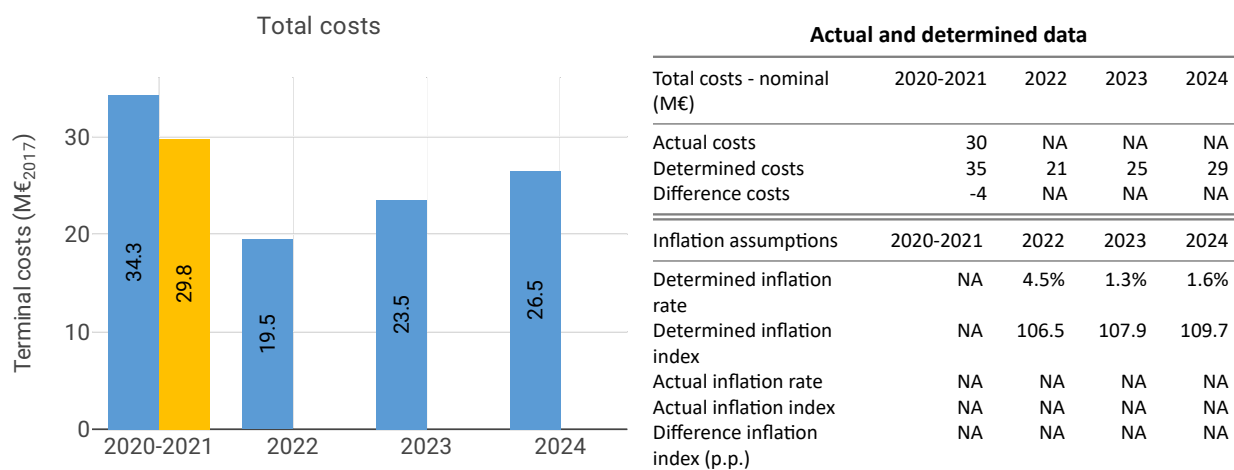
HCAA (now HASP) overall regulatory results (RR) for the en route activity

Ex-post, the overall RR taking into account the net gain from the en route activity mentioned above (+18.9 M€) and the actual RoE (+1.9 M€) amounts to +20.7 M€ (9.3% of the en route revenues).

5.3 Terminal charging zone

5.3.1 Unit cost (KPI#1)





Focus on unit cost

AUC vs. DUC

The AUC for the combined year 2020-2021 corresponds to 202.78 €2017 and was lower by -13.2%, or -30.84€2017 from DUC (233.62€2017). This results mainly from the lower by -13.1% (-4.5 M€2017) terminal costs with the traffic was at the same level as planned (+0.1%).

Terminal service units

The actual TNSUs reached the planned level (+0.1%). what falls within the ±2% dead band. Hence the resulting gain is kept by the ANSPs.

Terminal costs by entity

Actual real terminal costs for 2020-2021 are -13.1% (-4.5 M€2017) lower than planned. This result is driven by the main ANSP (HCAA, now HASP) with the costs lower by -12.7% (-4.2 M€2017), METSP (HNMS) with a costs decrease of -36.9% (-0.3 M€2017) and NSA with the costs higher by +15.5%.

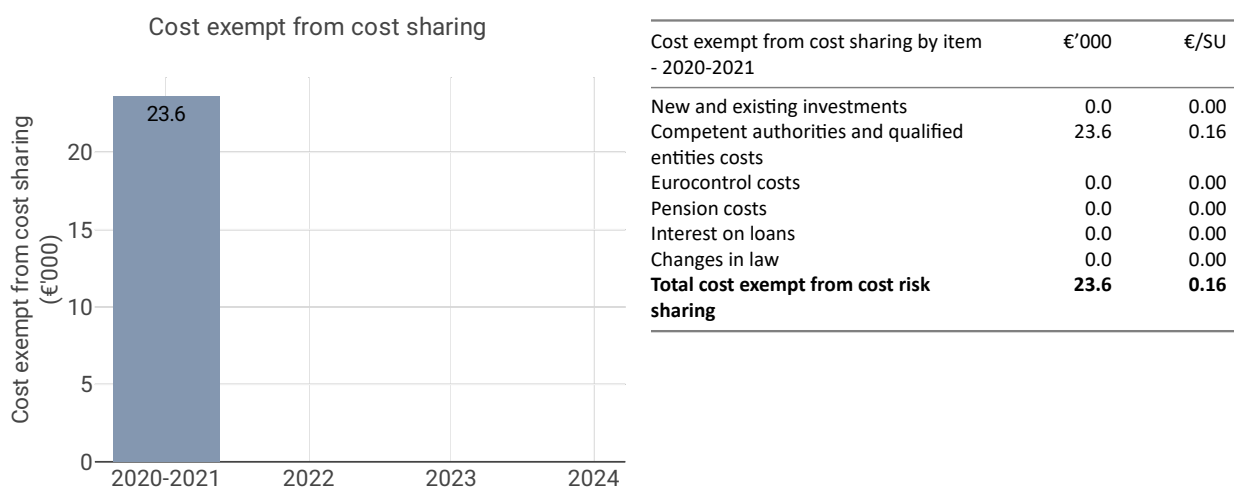
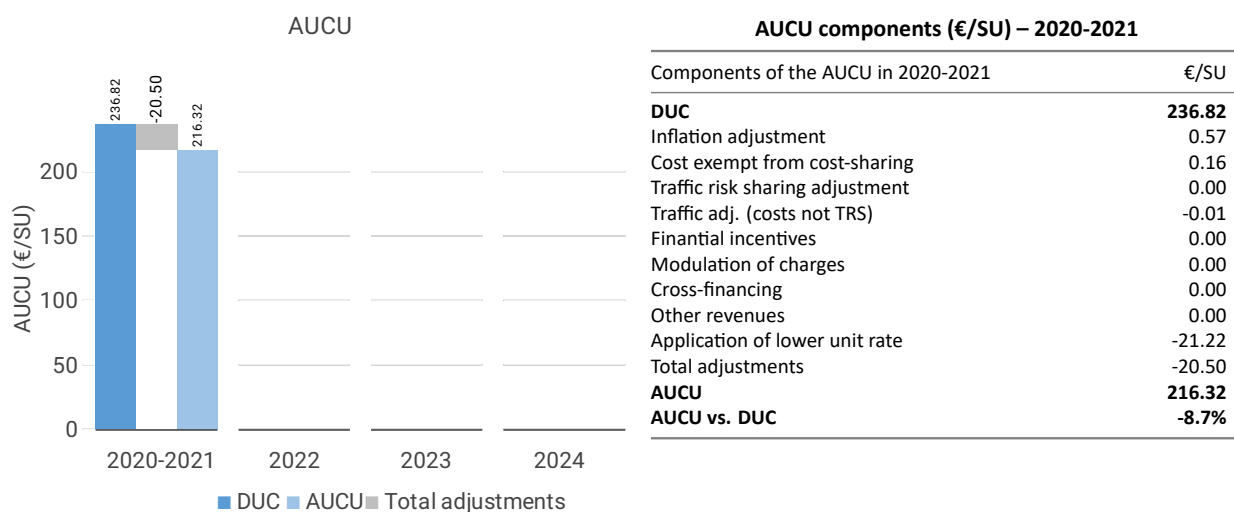
Terminal costs for the main ANSP at charging zone level

Overall, the terminal costs in real terms for HCAA (now HASP) in 2020-2021 were lower by -12.7% (-4.2 M€2017) comparing to the determined costs from the performance plan. This is mainly the result of:

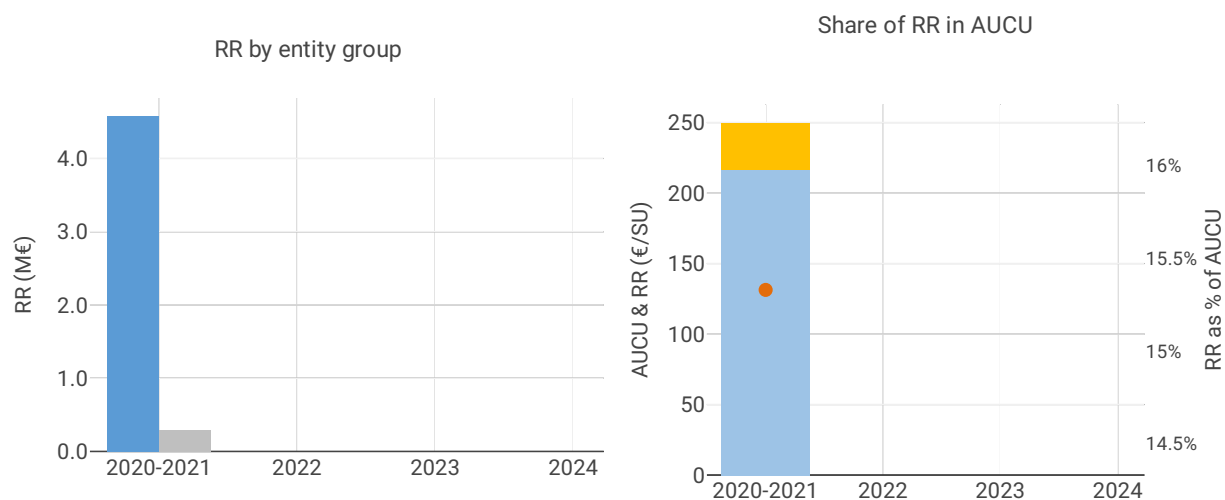
- lower staff costs (-15.4% or -3.7 M€2017) reflects the amendments to the recruitment plan implemented during COVID-19 crisis;
- lower other operating costs (-5.5% or -0.5 M€2017) due to costs savings in 2021; and
- slightly lower deduction of the costs of exempted VFR flights (-3.8%).

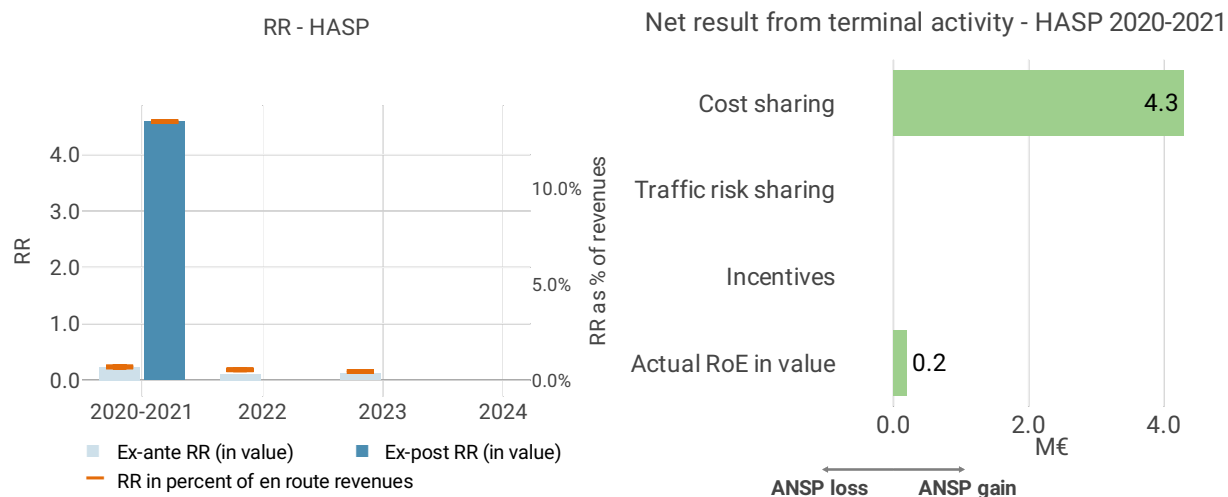
No difference is observed for the cost of capital and depreciation costs for HCAA (HASP) in combined year 2020-2021.

5.3.2 Actual unit cost incurred by the users (AUCU) (PI#1)



5.3.3 Regulatory result (RR)





Focus on regulatory result

HCAA (now HASP) net gain on activity in the terminal charging zone in the combined year 2020-2021

HCAA's net gain amounts to +4.4 M€ mainly due to gains of +4.3 M€ from the cost sharing mechanism, and gains of +0.04 M€ from the traffic risk sharing mechanism.

HCAA (now HASP) overall regulatory results (RR) for the terminal activity

Ex-post, the overall RR taking into account the net gain from the terminal activity mentioned above (+4.4 M€) and the actual RoE (+0.2 M€) amount to +4.6 M€ (13.5% of the terminal revenues).