EUROCONTROL

High-level Summary Report on Preliminary ACE 2024 Data

Prepared by the EUROCONTROL
Performance Review Unit

<u>Important note</u>
Data contained in this document are preliminary and subject to changes before the publication of the final ACE benchmarking report in May 2026.

December 2025

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1 Introduction

The ACE benchmarking work is commissioned by the Performance Review Commission (PRC) and carried out by the EUROCONTROL Performance Review Unit (PRU) using information provided by Air Navigation Services Providers (ANSPs) in compliance with Decision No. 88 of the Permanent Commission of EUROCONTROL on economic information disclosure[1].

The data processing, analysis and reporting are conducted with the assistance of the ACE Working Group, which comprises representatives from participating ANSPs, airspace users, regulatory authorities and the Performance Review Unit. This enables participants to share experiences and establish a common understanding of underlying assumptions and data limitations.

The objective of this document is to provide a first insight on the level of 2024 cost-effectiveness performance both for the Pan-European system and for individual ANSPs before the release of the final ACE benchmarking report, which is planned end of May 2026. This document also presents financial indicators extracted from the ANSPs Financial Indicators Dashboard and monitoring ANSPs' cash holdings and liquidity.

Economic information disclosure by ANSPs takes time as it depends on the publication of their financial statements, which can be a lengthy process. Indeed, after the finalisation of their financial accounts, ANSPs have to follow official procedures which include, inter alia, the preparation of an independent audit report and the formal approval for publication which is granted by the relevant authorities (sometimes at Ministry level). This explains the lag between the review of the 2024 operational performance presented in the Performance Review Report (published in March 2025) and the publication of this document in December 2025. It should be noted that operational conditions continued to evolve in 2025, and ATFM delay performance has improved for several of ANSPs.

The final ACE benchmarking report will provide more detailed information on observed changes for selected performance indicators both at Pan-European system level and at ANSP level. This detailed analysis will particularly focus on ANSPs for which significant differences in costs are observed. The report will present the main drivers underlying these differences.

Figure 1.1 illustrates the timeline to produce the next ACE benchmarking report.

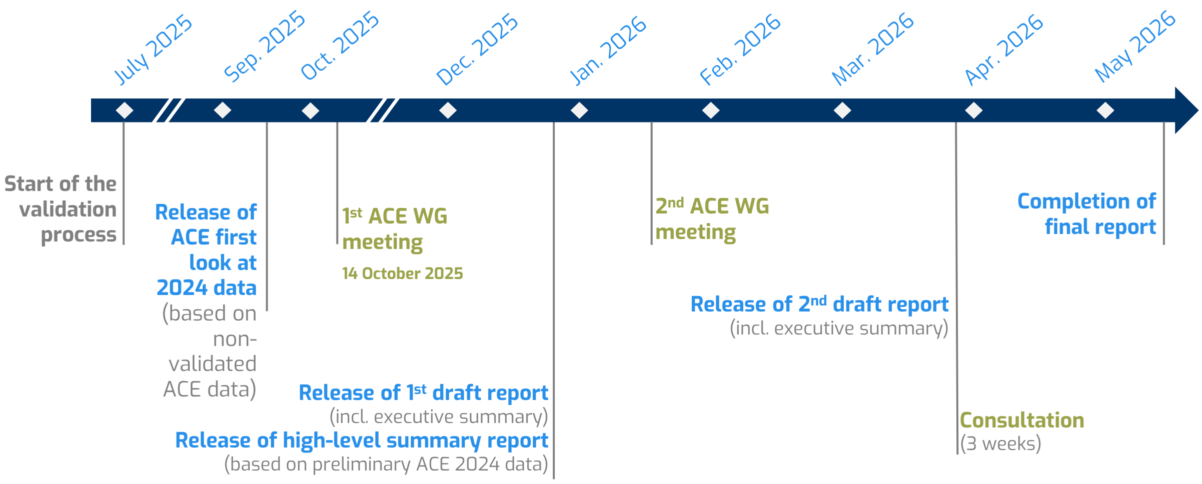


Figure 1.1: Timeline to produce the next ACE benchmarking report

[1] Due to the on-going war in Ukraine, UkSATSE has been excluded from the ACE analysis.

It is important that robust ACE benchmarking analysis is available in a timely manner since several stakeholders, most notably ANSPs' management, regulatory authorities (e.g. NSAs) and airspace users, have a keen interest in receiving the information in the ACE reports as early as possible.

Twenty out of 38 ANSPs submitted their ACE 2024 data on time by the 1st of July 2025 and all data submissions were received by the end of September 2025. The timescale to produce the ACE benchmarking report is inevitably delayed if data are not submitted on time.

It should be noted that the data presented in this document are still **<u>preliminary and not yet fully validated</u>**. Indeed, the data submission milestone is just the first step of a process which comprises a thorough verification and analysis of individual ANSP submissions. This validation exercise also includes a formal round of exchange between the PRU and each ANSP in order to ensure a common understanding of the data submitted by the ANSP.

The data used in this document reflects the information received by the 12th of November 2025. Figure 1.2 shows the status of the ACE data validation process for the data presented in this document.

Airnav Ireland ✔ (Ireland)	Croatia Control (Croatia)	Fintraffic ANS (Finland)	MATS (Malta)	ROMATSA (Romania)
Albcontrol (Albania)	DCAC Cyprus (Cyprus)	HASP (Greece)	MOLDATSA ✔ (Moldova)	Sakaeronavigatsia ✔ (Georgia)
ANS CR (Czech Republic)	DFS ✔ (Germany)	HungaroControl ✔ (Hungary)	MUAC (EUROCONTROL)	skeyes ✔ (Belgium)
ARMATS (Armenia)	DHMI ✔ (Türkiye)	LFV ✔ (Sweden)	NATS (Continental) ✔ (United Kingdom)	Skyguide ✔ (Switzerland)
Austro Control (Austria)	DSNA (France)	LGS ✔ (Latvia)	NAV Portugal (Continental) (Portugal)	Slovenia Control (Slovenia)
Avinor (Continental) (Norway)	EANS ✔ (Estonia)	LPS (Slovakia)	NAVIAIR ✔ (Denmark)	SMATSA (Serbia/Montenegro)
BHANSA ✔ (Bosnia and Herzegovina)	ENAIRE ✔ (Spain)	LVNL (Netherlands)	Oro Navigacija ✔ (Lithuania)	
BULATSA (Bulgaria)	ENAV ✔ (Italy)	M-NAV (North Macedonia)	PANSA (Poland)	

✔ Data submission has been reviewed

Figure 1.2: Status of 2024 data validation process

The data contained in this report is therefore subject to changes before the release of the final ACE benchmarking report in May 2026.

The remainder of this report is structured as follows:

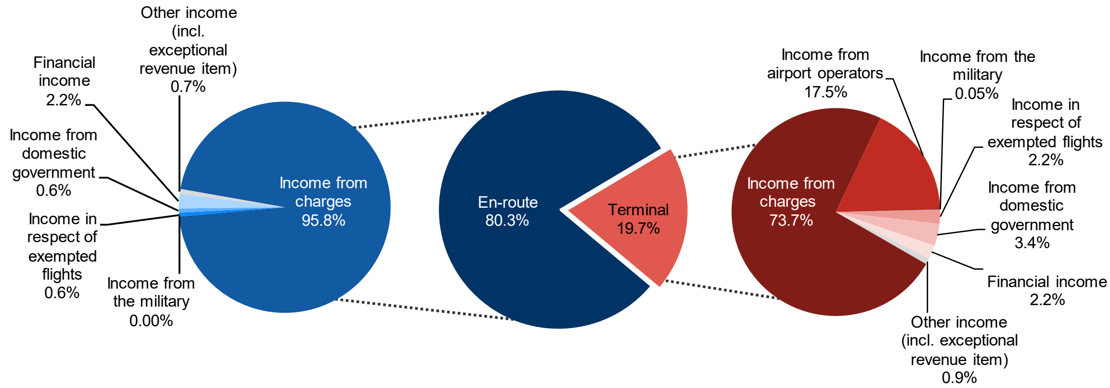
- **Chapter 2**: provides a high-level presentation of 2024 revenues, costs, staff and balance sheet data.
- **Chapter 3**: presents a preliminary analysis of economic cost-effectiveness at Pan-European and ANSP level.
- **Chapter 4**: presents a preliminary analysis of ATM/CNS provision cost-effectiveness at Pan-European and ANSP level, and underlying components.
- **Chapter 5**: presents a preliminary analysis of specific financial indicators at Pan-European level.

2 High-level revenues, costs, staff and balance sheet data

2.1 Revenues and traffic

This chapter provides a preliminary overview of high-level revenues, costs and staff data provided in ANSPs ACE 2024 data submissions.

Total ANS revenues in 2024 amounted to €12 002M. Most en-route revenues come from the collection of en-route charges (95.8%, see left pie chart). The proportion of terminal revenues from charges is lower (73.7%, see right pie chart), as additional income may directly come from airport operators (17.5%) through, for example, a contractual arrangement between the ANSP and the airport operator.



Total en-route revenues: € 9 638 M | **Gate-to-gate ANS revenues: € 12 002 M** | **Total terminal revenues: € 2 364 M**

En-route	%	Gate-to-gate revenues (€ M)	Terminal	%
9 235	95.8%	Income from charges	1 742	73.7%
n.a.	n.a.	Income from airport operators	415	17.5%
0.4	0.00%	Income from the military	1.1	0.05%
56	0.6%	Income in respect of exempted flights	52	2.2%
61	0.6%	Income from domestic government	81	3.4%
216	2.2%	Financial income	51	2.2%
70	0.7%	Other income (incl. exceptional revenue item)	22	0.9%
9 638	100.0%		2 364	100.0%

Figure 2.1: Breakdown of gate-to-gate ANS revenues, 2024

Across the Pan-European system, traffic in 2024 (measured in composite flight-hours) increased by +5.5% compared to 2023 and exceeded the 2019 level by +1.6%. Meanwhile, total gate-to-gate revenues grew faster than traffic, rising by +7.4% (or +€829M) and surpassing 2019 revenues by +3.7%. As detailed in the following sections of this report, the increase in revenues in 2024 outpaced the rise in ATM/CNS costs and coincided with ongoing increases in capital and reserves as well as reductions in borrowings at the Pan-European system level.

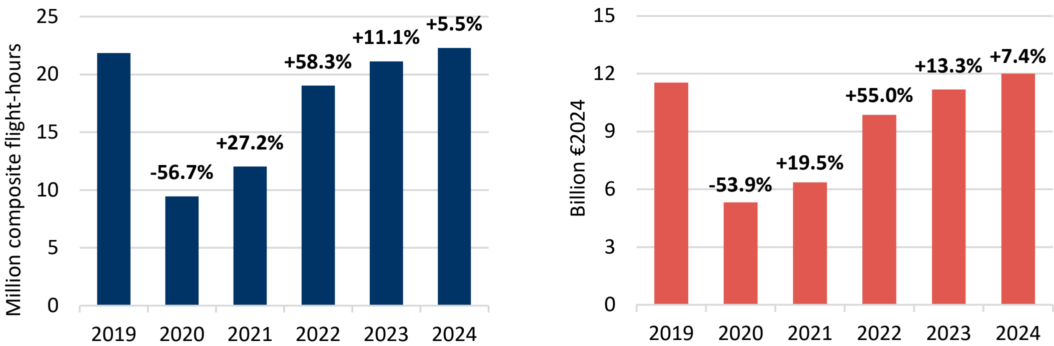


Figure 2.2: Composite flight-hours (left) and gate-to-gate ANS revenues (right) of the Pan-European system, 2019-2024 (real terms)

At ANSP level, traffic in 2024 showed varied patterns of recovery, influenced both by the residual effects of the COVID-19 pandemic and by the ongoing war in Ukraine, which led to significant changes in route structures and traffic volumes due to airspace closures and reciprocal sanctions on air carriers (see

Figure 2.3). On the recovery side, some ANSPs such as Sakaeronavigatsia and Albcontrol recorded substantial increases in composite flight-hours, reaching +116% and +68% above 2019 levels respectively. In contrast, others like LGS and EANS remained below pre-pandemic levels, at -32% and - 23%, respectively. This inevitably impacted the levels and trends of ACE indicators for the most affected ANSPs.

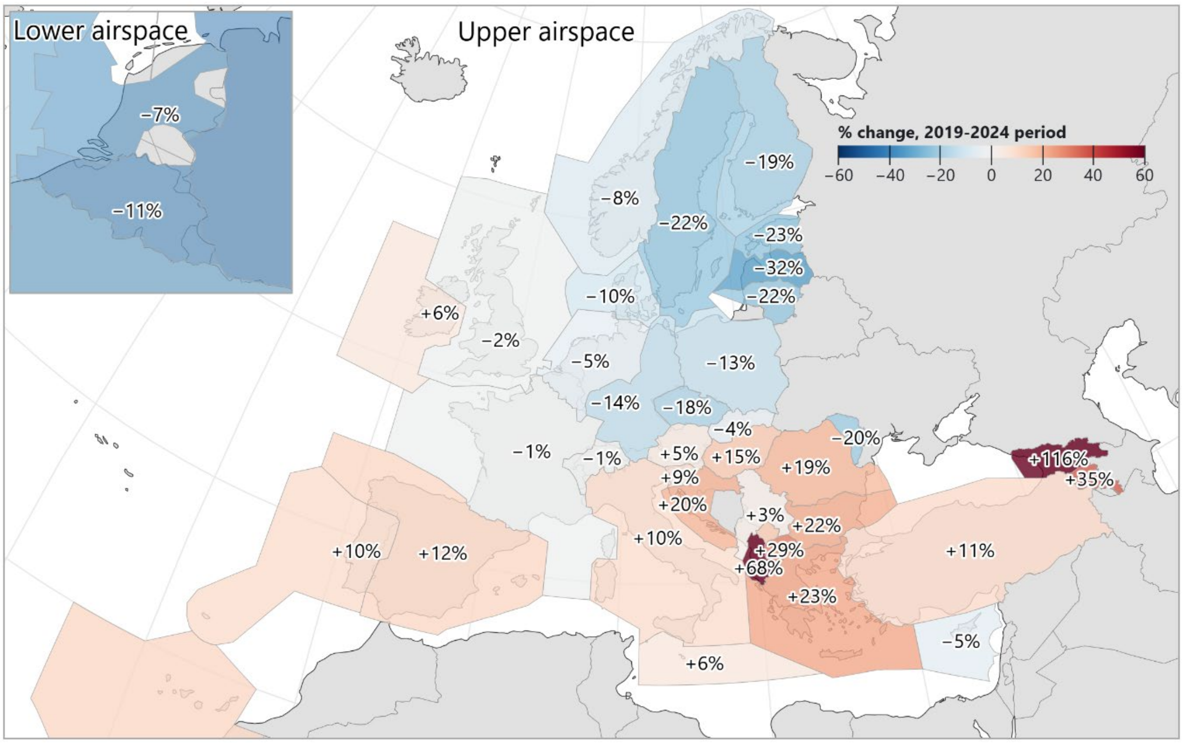
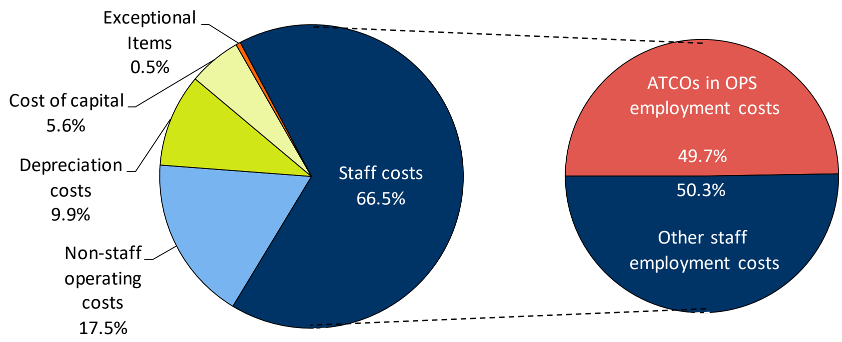


Figure 2.3: Changes in composite flight-hours between 2019 and 2024

2.2 Costs

The ACE benchmarking analysis focuses on the specific costs of providing gate-to-gate ATM/CNS services, which amounted to €10 468M in 2024. Operating costs (including staff costs, non-staff operating costs and exceptional cost items) accounted for some 84% of total ATM/CNS provision costs, while depreciation costs and the cost of capital represented around 16%.



Total ATM/CNS provision costs: € 10 468 M

	En-route		Terminal		Gate-to-gate	
	€ M	%	€ M	%	€ M	%
Staff costs	5 427	66.8%	1 529	65.1%	6 956	66.5%
ATCOs in OPS employment costs	2 653	n/appl	807	n/appl	3 460	n/appl
Other staff employment costs	2 774	n/appl	722	n/appl	3 496	n/appl
Non-staff operating costs	1 447	17.8%	387	16.5%	1 835	17.5%
Depreciation costs	811	10.0%	227	9.7%	1 037	9.9%
Cost of capital	409	5.0%	179	7.6%	588	5.6%
Exceptional Items	25	0.3%	27	1.2%	52	0.5%
Total ATM/CNS provision costs	8 119	100.0%	2 349	100.0%	10 468	100.0%

Figure 2.4: Gate-to-gate ATM/CNS provision costs at Pan-European system level, 2024

Between 2023 and 2024, ATM/CNS provision costs increased by +4.0% (+€405M), reaching a level slightly above that recorded in 2019 (+0.6%). The main drivers were higher staff costs (+€272M), non-staff operating costs (+€90M) and depreciation costs (+€88M), while the cost of capital decreased (-€74M).

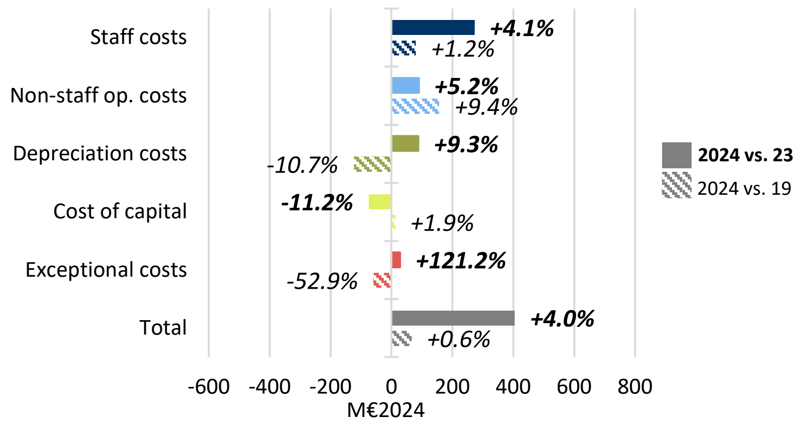


Figure 2.5: Changes in gate-to-gate ATM/CNS provision cost categories (real terms)

In 2024, the six largest ANSPs in terms of costs (DSNA, DFS, ENAIRE, NATS, DHMI and ENAV) bore some 58% of the total Pan-European gate-to-gate ATM/CNS provision costs, while the six smallest ANSPs accounted for some 1% (see bottom left part of Figure 2.6).

Five ANSPs reported increases in total ATM/CNS provision costs above €20 M in 2024: NATS, DSNA, PANSA, NAVIAIR and HungaroControl. For most of these ANSPs, staff costs were the primary driver, particularly ATCO in OPS employment costs (e.g. HungaroControl +37.4% and PANSA +17.5%).

Noticeable increases also occurred in non-staff operating costs (e.g. NATS +€32.2M and PANSA +€12.3M) and depreciation (e.g. DSNA +€19.3M and NATS +€18.8M).

NAVIAIR stands out, as the overall cost increase was mainly due to exceptional costs (+€17.6M) linked to the write-off of their remote tower project.

Trends in ATM/CNS provision costs at Pan-European system

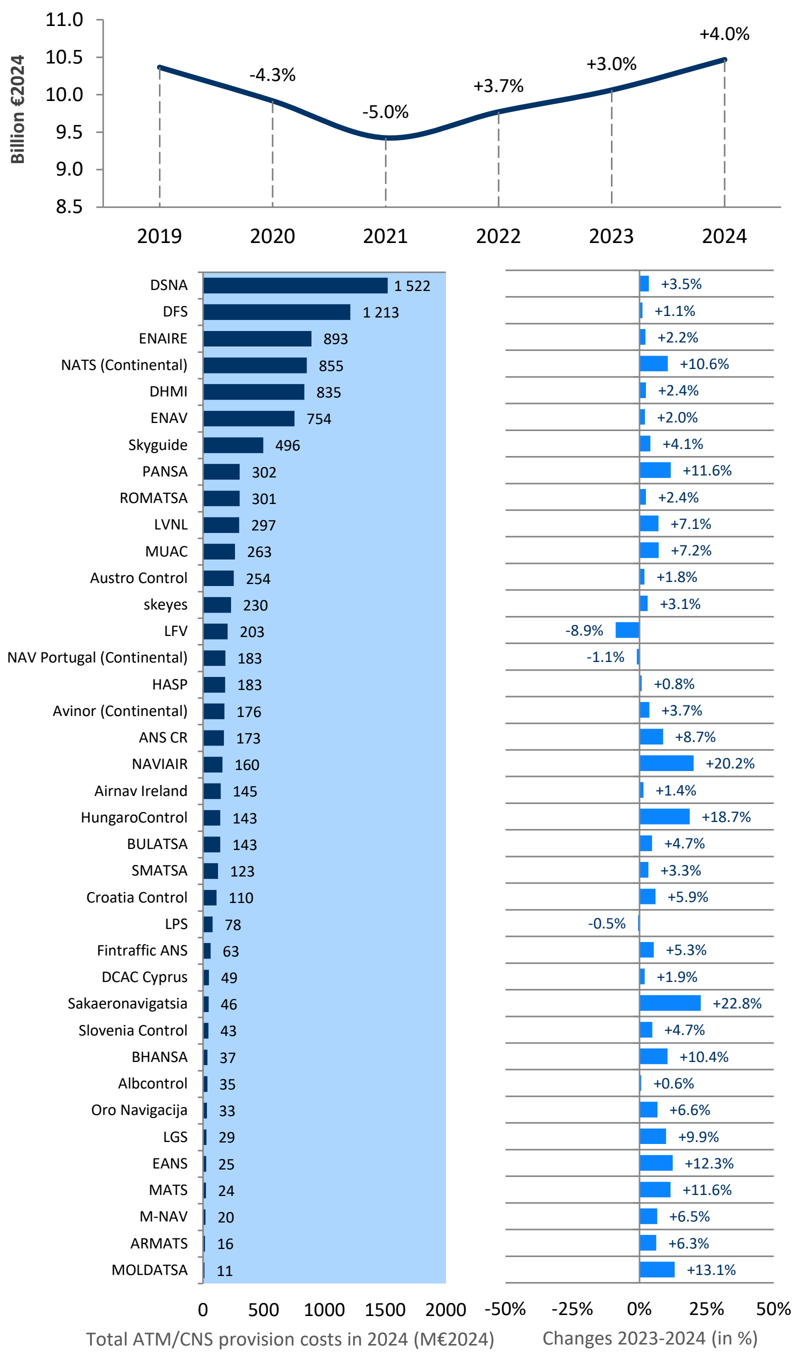


Figure 2.6: Changes in ATM/CNS provision costs (real terms)

2.3 Staff

The Pan-European ANSPs employed a total of 54 888 staff (expressed in Full Time Equivalents – FTEs) in 2024 (comprising 54 073 staff providing ATM/CNS services and 815 internal MET staff). Some 17 584 staff (33%) were ATCOs working on operational duties, split between ACCs (55%) and APP/TWR facilities (45%). On average, 2.1 additional staff were required for every ATCO in OPS in Europe.

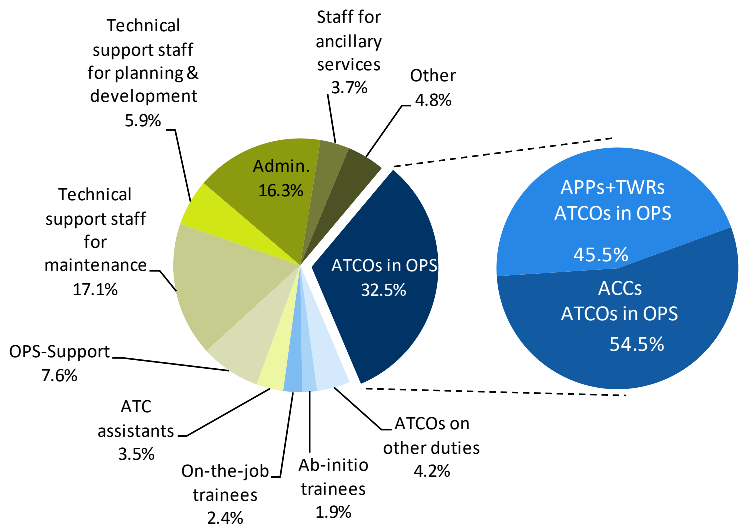


Figure 2.7: Breakdown of total gate-to-gate ATM/CNS staff at Pan-European system level, 2024

In 2024, the number of ATM/CNS staff increased by +2.8% (+1 478 FTEs) compared to 2023, surpassing the 2019 level by +2.0%. Compared to 2019, both ATCOs in OPS and support staff were +2.0% higher in 2024.

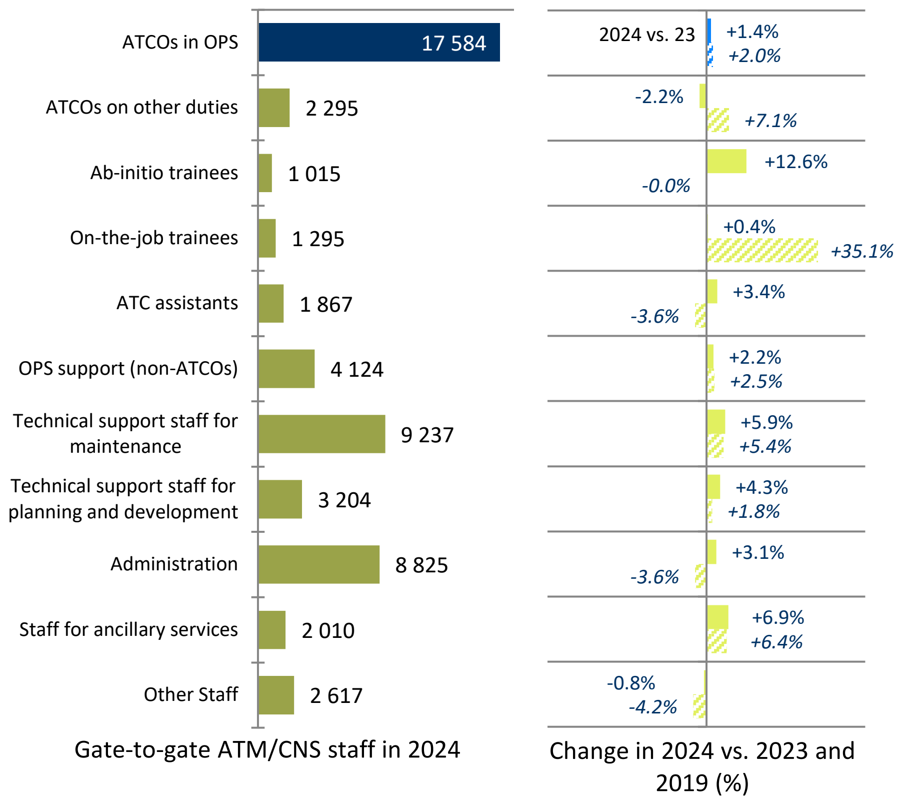


Figure 2.8: Changes in total gate-to-gate ATM/CNS staff per staff category

The overall change in staff numbers between 2023 and 2024 was mainly driven by the following categories:

- Technical support staff for operational maintenance, monitoring and control: +513 FTEs (+5.9%);
- Administrative staff: +269 FTEs (+3.1%);
- ATCOs in OPS: +237 FTEs (+1.4%), partly offset by a reduction in ATCOs on other duties (-51 FTEs, -2.2%); and,
- Technical support staff for planning and development: +133 FTEs (+4.3%).

Most other categories recorded increases, except Other Staff, which slightly declined (-0.8%), as shown in Figure 2.8. The largest proportional increase was observed in ab-initio trainees (+12.6%), indicating that some ANSPs expanded recruitment of future ATCOs in 2024. More detailed information on staff numbers will be provided in the upcoming ACE report, including comparisons to both 2023 and 2019 levels.

2.4 Balance sheet structure and capital expenditures

ANSP balance sheets in 2024 comprised €10 345M in capital and reserves and €5 466M in borrowings, while capital expenditure amounted to €1 474M.

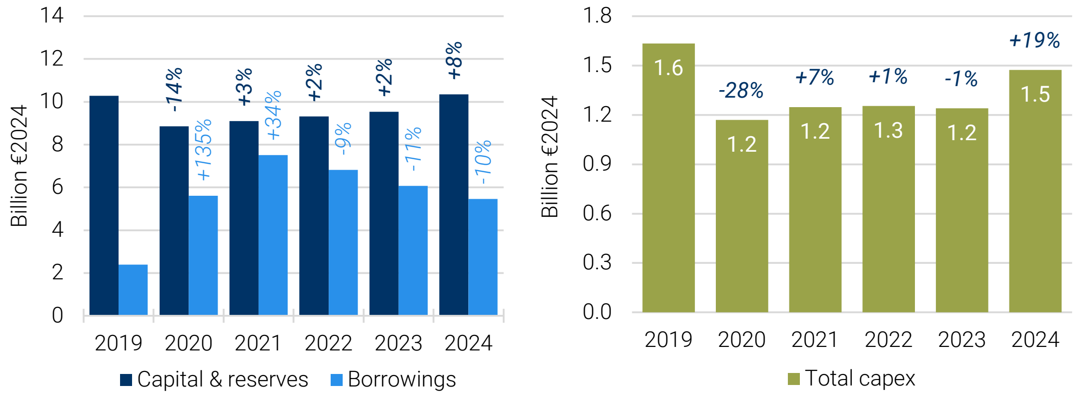


Figure 2.9: Capital & reserves and borrowings (left) and capital expenditures (right) of the Pan-European system, 2019-2024 (real terms)

In 2024, capital and reserves increased by +8% (+€809M), while the level of indebtedness continued to decline, falling by -10% (-€608M). Although the amount of debt remained significantly higher than in 2019, this indicates a clear improvement in the financial position of ANSPs. The traffic rebound since 2021, the subsequent increase in cash from operations and the gradual adaptation to a new traffic distribution shaped by the ongoing war in Ukraine created a favourable environment to increase capital expenditures (+19% in 2024).

ANSPs' cash and liquidity situation is outlined in more detail in Chapter 5.

3 Economic cost-effectiveness

Gate-to-gate ATFM delays in 2024 reached 29.6 million minutes, resulting in an estimated cost of €3.9 billion on airspace users, the highest level ever recorded. This figure represents more than one-third of ATM/CNS provision costs at the Pan-European system level and surpasses total ATCO in OPS employment costs.

The concept of economic cost-effectiveness, developed by the PRC, is defined as the sum of gate-to-gate ATM/CNS provision costs and the costs of ground ATFM delays for both en-route and airport, all expressed per composite flight-hour. This economic performance indicator is meant to capture trade-offs between quality of service provided and costs[2].

Figure 3.1 shows preliminary results on the changes in economic cost-effectiveness over 2019-2024 at the Pan-European system level. The left-hand side shows the changes in unit economic costs, while the chart on the right-hand side provides complementary information on the year-on-year changes in ATM/CNS provision costs, composite flight-hours and unit costs of ATFM delays. Unit economic costs rose by +2.4% in 2024, driven by a +14.4% increase in the unit costs of ATFM delays, which outweighed a -1.4% reduction in ATM/CNS provision costs per composite flight-hour. As a result, unit economic costs were +4.7% above 2019 levels.

In 2024, ATFM delays increased by +20.7% to some 29.6M minutes, raising the share of ATFM delays in unit economic costs to 26.9% (from 24.1% in 2023). This is the highest share ever recorded. Considering the total estimated costs of ATFM delays in 2024 (€3.9 billion), it represents more than one-third of ATM/CNS provision costs at the Pan-European system level and surpasses total ATCO in OPS employment costs.

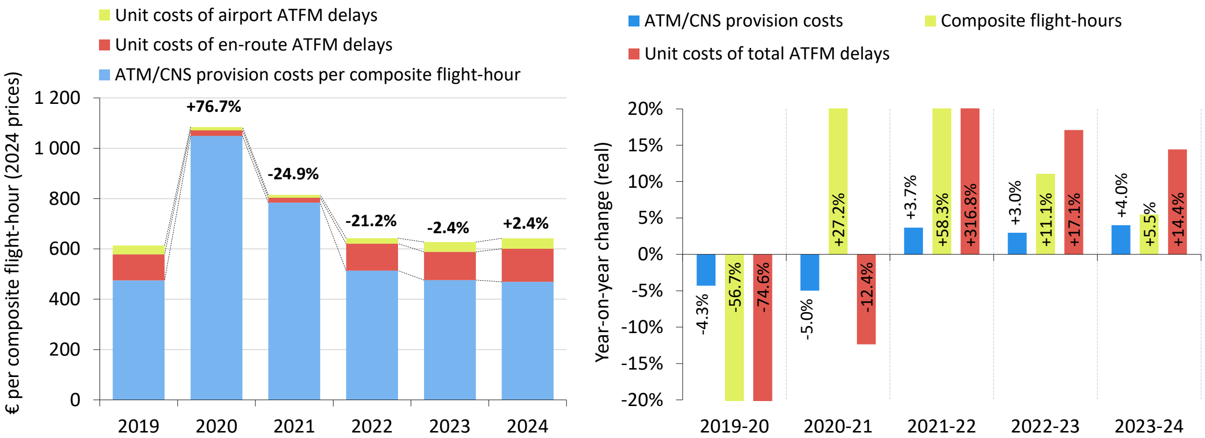


Figure 3.1: Trend of unit economic costs at the Pan-European system level, 2019-2024 (real terms)

[2] See https://ansperformance.eu/economics/ace/ace-handbook/ for more information on the methodology used to compute composite flight-hours and economic costs.

Figure 3.2 shows preliminary results at ANSP level for 2024 cost-effectiveness (the dotted lines represent the 1st and 3rd quartiles, €433 and €704, respectively).

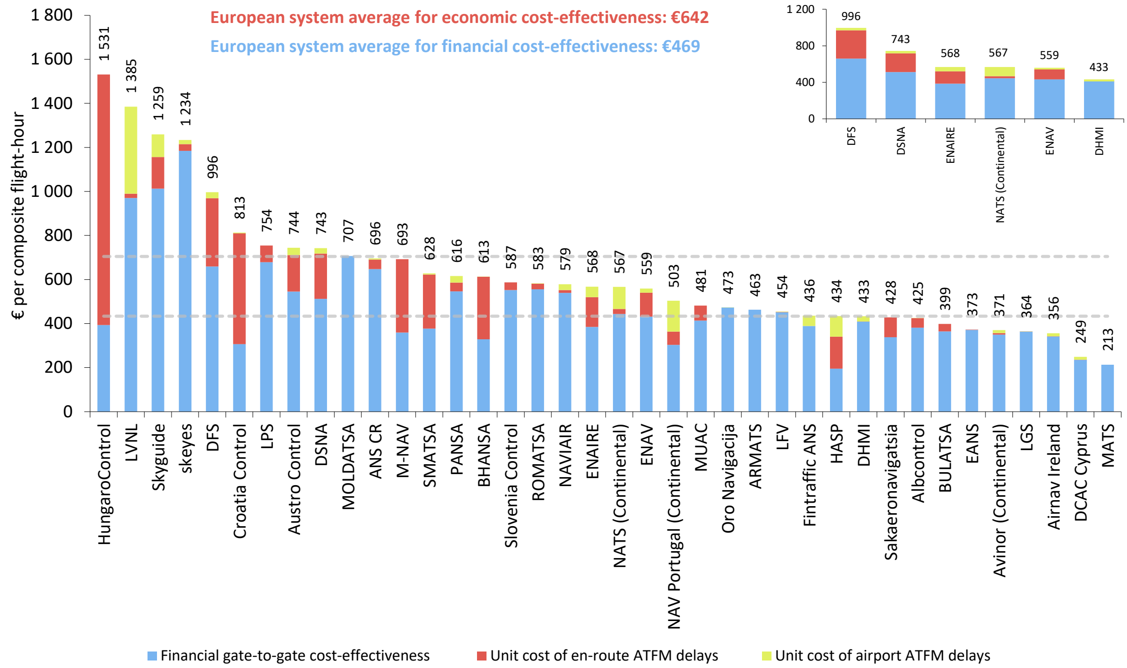


Figure 3.2: Economic gate-to-gate cost-effectiveness, 2024

For 15 ANSPs ATFM delays represented more than 20% of their unit economic costs (see ANSPs with the largest red and yellow portions, e.g. HungaroControl, Croatia Control, HASP, M-NAV, BHANSA, etc.). In absolute terms (cumulative ATFM delays in minutes) DSNA, DFS, ENAIRE, HungaroControl and NATS were the five ANSPs generating the highest levels of ATFM delays in 2024 (61.8% of the Pan-European system total ATFM delays).

The primary sources of ATFM delays in 2024 were capacity and staffing shortages, followed by adverse weather conditions. The situation at HungaroControl was particularly exceptional, as a combination of factors led to unusually high levels of ATFM delays. According to the Network Manager's Operations Report[3], several issues impacted HungaroControl performance in 2024, most notably unforeseen staffing challenges and a significant surge in traffic demand (an increase of +6% compared to 2023 and +15% compared to 2019), partly driven by the situation in Ukraine. Adverse weather further compounded these difficulties. It is noteworthy that the situation has improved significantly in 2025.

Further analysis of the relationship between changes in ANSPs costs, traffic and unit costs will be analysed in detail in the forthcoming ACE report.

[3] Annual Network Operations Report 2024, available at https://www.eurocontrol.int/publication/annual-network-operations-report-2024.

4 ATM/CNS provision cost-effectiveness

This chapter provides a preliminary analysis of ATM/CNS provision cost-effectiveness.

4.1 Pan-European system level

Figure 4.1 shows that ATM/CNS costs per composite flight-hour stood at €469 in 2024, which is slightly lower than pre-COVID-19 level and represents the lowest level since the inception of ACE benchmarking activities in 2002. Compared to 2023, unit ATM/CNS provision costs were -1.4% lower, as traffic (+5.5%) rose faster than ATM/CNS provision costs (+4.0%).

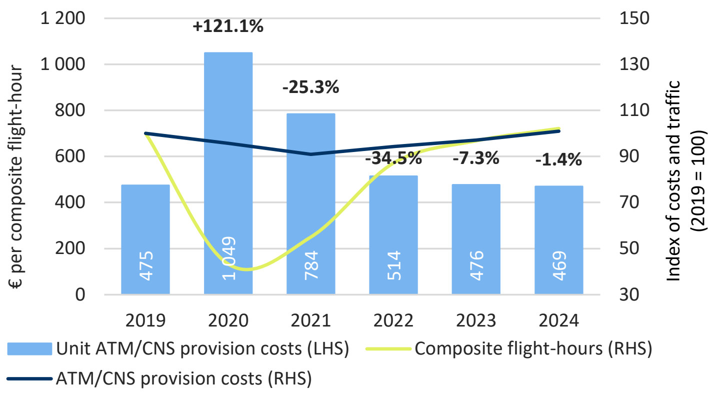


Figure 4.1: Changes in unit ATM/CNS provision costs, 2019-2024 (real terms)

The analytical framework used in the ACE analysis to break down the ATM/CNS provision cost-effectiveness indicator into relevant economic drivers is presented in Figure 4.2. These key drivers include:

a) ATCO-hour productivity (0.98 composite flight-hours per ATCO-hour);

b) ATCO employment costs per ATCO-hour (€152); and,

c) support costs per unit output (€314).

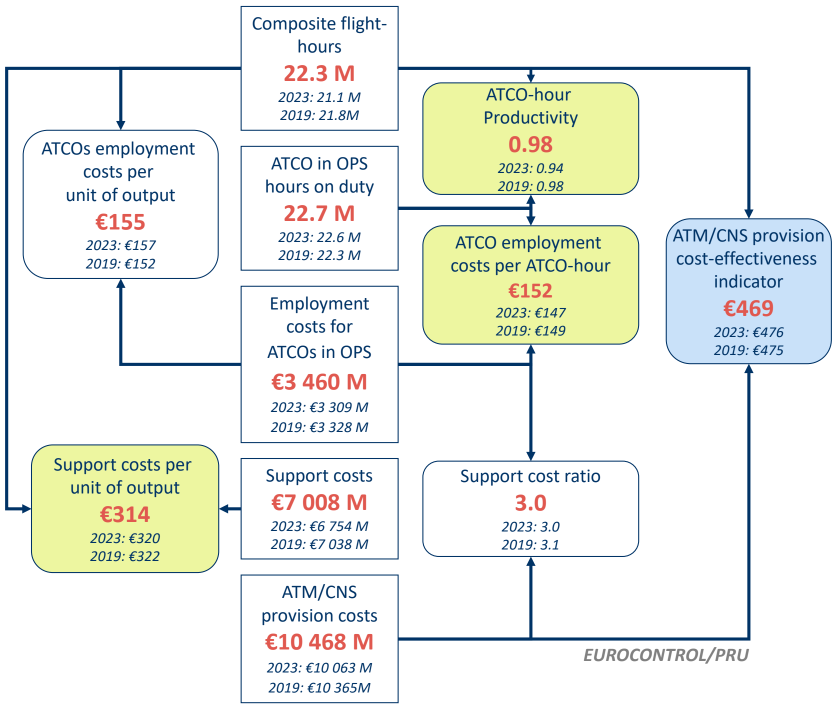


Figure 4.2: ACE performance framework, 2024 (real terms)

Figure 4.3 shows that in 2024, ATCO employment costs per ATCO-hour rose by +3.9% while ATCO-hour productivity rose by +4.8% compared to 2023. As a result, ATCO employment costs per composite flight-hour decreased by -0.9%. In the meantime, unit support costs fell by -1.6% due to an increase in composite flight-hours (+5.5%) being partly offset by an increase in support costs (+3.8%). Consequently, in 2024, unit ATM/CNS provision costs fell by -1.4% at the Pan-European system level compared to 2023, taking into account the relative weighting of ATCO employment and support costs based on their shares of total ATM/CNS provision costs.

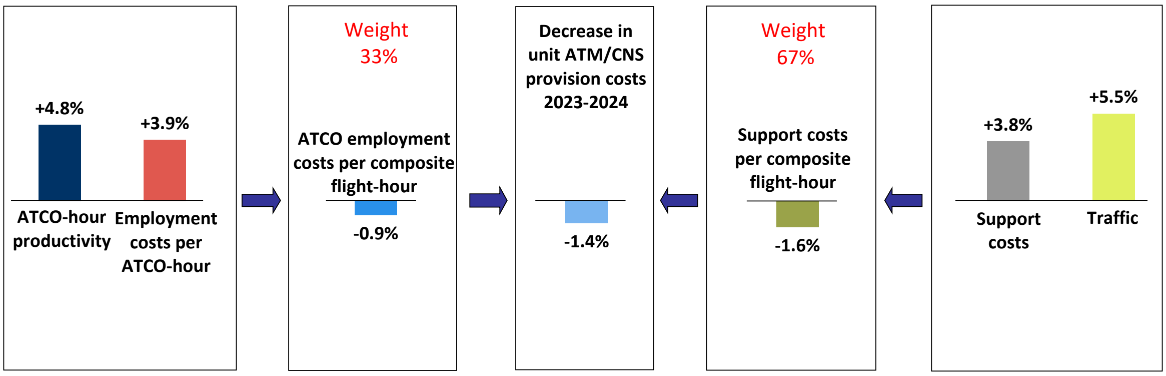


Figure 4.3: Breakdown of changes in unit ATM/CNS provision costs, 2023-2024 (real terms)

As the values of the 2023 indicators were still affected by the persistent consequences of the COVID-19 crisis, Figure 4.4 below provides an additional analysis using 2019 as a reference year. It shows that in 2024 traffic was +1.6% above its 2019 level. Support costs decreased slightly (-0.8%), but because composite flight-hours increased, support costs per composite flight-hour fell more significantly (-2.4%). ATCO employment costs per composite flight-hour were +2.1% higher than in 2019, driven by an increase in employment costs per ATCO-hour (+2.3%) while ATCO-hour productivity improved marginally (+0.3%). As a result, ATM/CNS provision costs per composite flight-hour were -0.9% lower than in 2019.

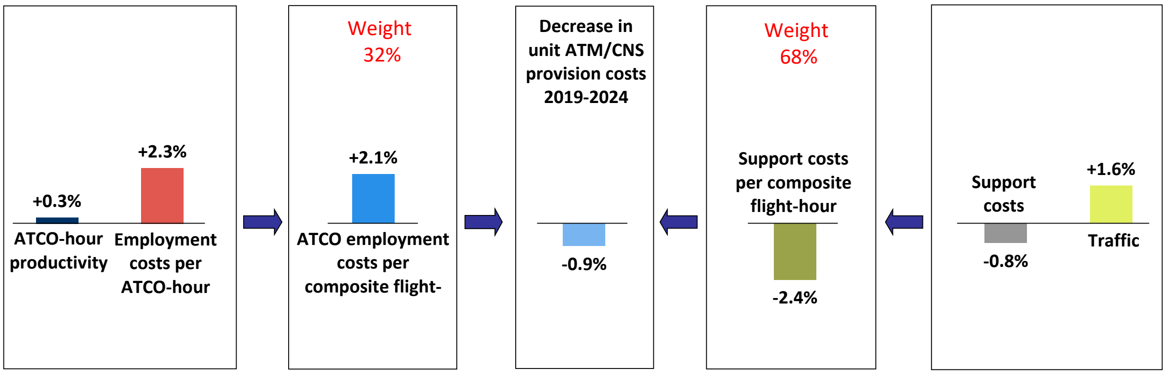


Figure 4.4: Breakdown of changes in unit ATM/CNS provision costs, 2019-2024 (real terms)

4.2 ANSP level

All figures presented in this section show the preliminary benchmarking results for the 38 ANSPs. Because of their weight in the Pan-European system, the six largest ANSPs by cost (DFS, DHMI, DSNA, ENAIRE, ENAV and NATS) are also shown in a miniature replica of the chart (top right corner of the figures). The 1st and 3rd quartiles for each indicator are also shown in all figures. The gap between these two quartiles provides additional insight on the dispersion of the values.

Many factors contribute to observed differences in ANSPs' performance. Over the years, the Performance Review Unit has identified factors which can be of an exogenous nature (i.e. those outside the control of an ANSP) or of an endogenous nature (those entirely under the ANSP's control). A detailed list of these factors can be found in the ACE Handbook.

Figure 4.5 presents the ATM/CNS provision gate-to-gate cost-effectiveness indicator at ANSP level for the year 2024. The dotted lines represent the 1st and 3rd quartiles (€360 and €546, respectively).

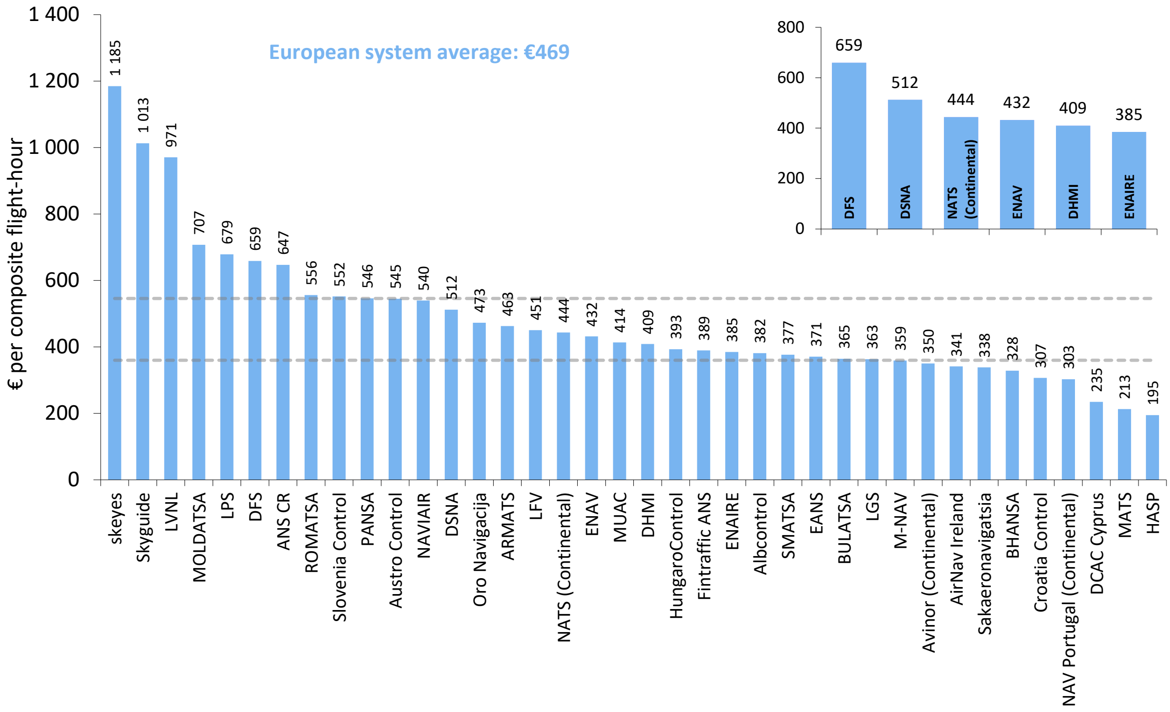


Figure 4.5: ATM/CNS provision gate-to-gate cost-effectiveness, 2024

Figure 4.6 presents the ATCO-hour productivity indicator at ANSP level for the year 2024. The dotted lines represent the 1st and 3rd quartiles (0.79 and 1.06, respectively).

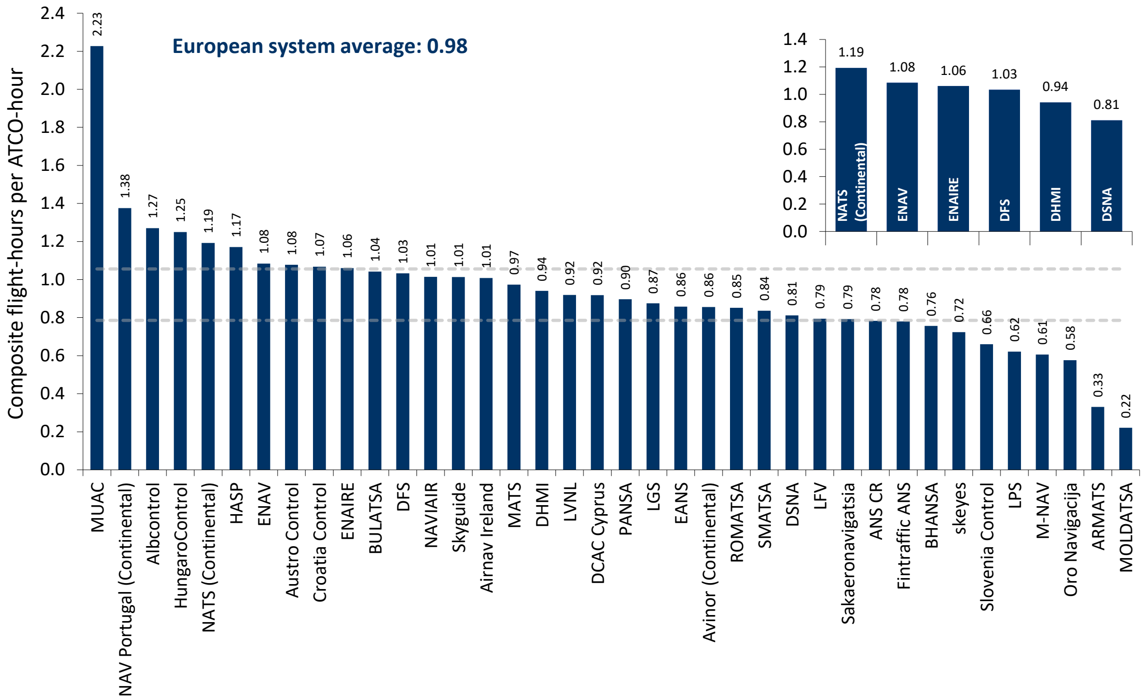


Figure 4.6: ATCO-hour productivity, 2024

ATCO-hour productivity varies significantly across the ACE sample. Observed differences should be considered together with other indicators such as ATCO employment and support costs. Multiple factors influence productivity, including operational conditions (traffic levels, airspace type, number of airports), legal and socio-economic aspects (labour laws), and institutional factors (e.g. governance arrangements). More details on the ATCO-hour productivity indicator will be provided in the ACE benchmarking report.

Figure 4.7 presents the employment costs per ATCO in OPS indicator at ANSP level for the year 2024. The dotted lines represent the 1st and 3rd quartiles (€75 and €167, respectively).

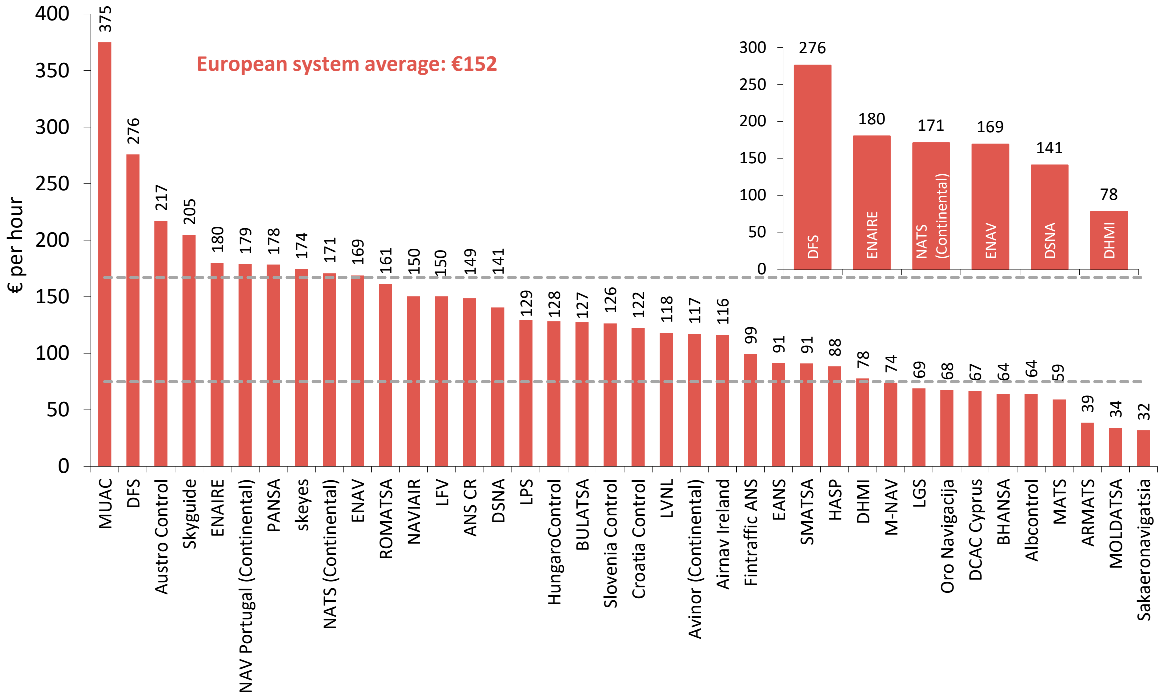


Figure 4.7: Employment costs per ATCO-hour, 2024

Figure 4.8 presents the support costs per composite flight-hour indicator at ANSP level for the year 2024. The dotted lines represent the 1st and 3rd quartiles (€243 and €359, respectively).

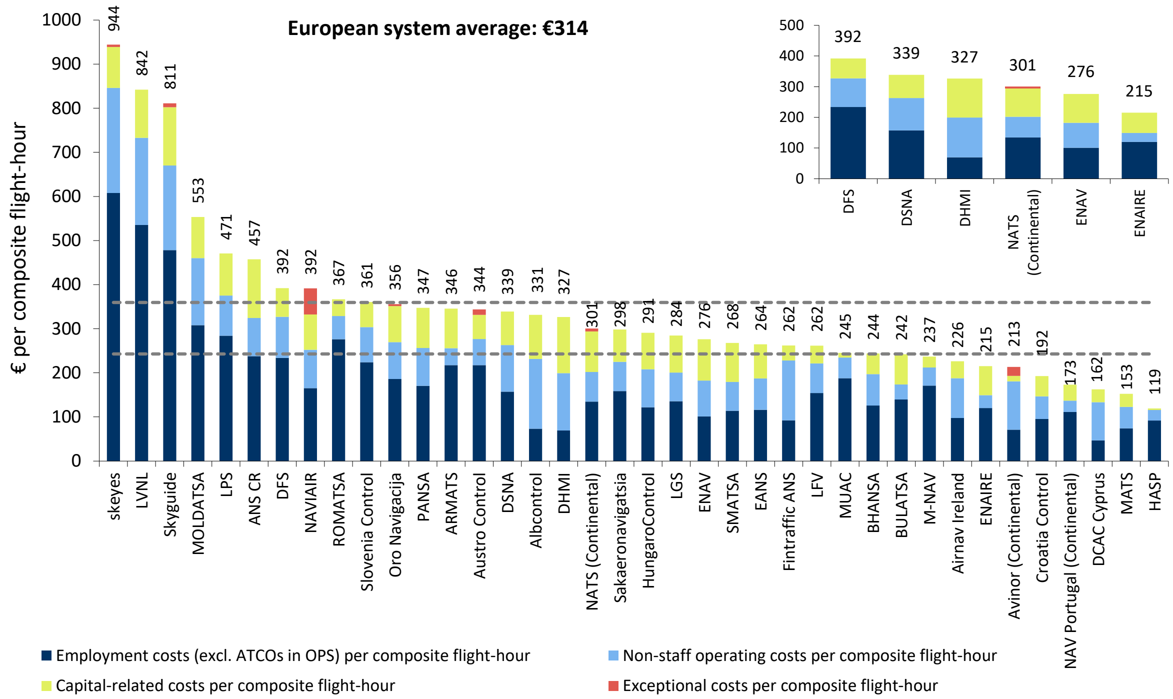


Figure 4.8: Breakdown of support costs per composite flight-hour, 2024

A more detailed analysis of the changes in cost-effectiveness, ATCO-hour productivity, ATCO employment costs per ATCO-hour and unit support costs will be available in the final ACE benchmarking report.

5 Monitoring of ANSPs' cash and liquidity situation

This chapter provides an overview of ANSPs' financial situation over the 2019–2024 period, using two indicators: the current ratio and cash-on-hand days. These indicators have been calculated at the Pan-European system level using the information provided in the Financial Statements of 34 ANSPs for the 2019–2023 period, and 30 ANSPs in 2024, according to the data available at the time of publication. They are therefore consistent with the information published at individual ANSP level in the EUROCONTROL Aviation Intelligence Unit ANSPs Financial Dashboard.

Due to specific organisational and financial set-ups, DCAC Cyprus, HASP, LVNL, MUAC and MATS (in this case due to the unavailability of financial data for both 2023 and 2024) are excluded from the analysis presented in this chapter. UkSATSE, excluded from the ACE analysis due to the war in Ukraine and the absence of traffic, is nevertheless included in the dashboard and in this chapter, since it continued publishing financial statements.

Depending on the organisational set-up of different ANSPs, the information reported in their financial statements covers a varying scope of activities (e.g. it may include airport management operations, commercial activities, etc.), which does not always correspond to the ACE gate-to-gate scope.

Figure 5.1 presents the evolution of the current ratio at Pan-European system level[4] between 2019 and 2024 as well as the 1st and 3rd quartiles. The current ratio (current assets divided by current liabilities) measures the ability of a company to pay its short-term debt obligations with its current assets.

Figure 5.1 shows that the average current ratio for ANSPs declined from 2.73 in 2019 to a low point of 1.89 in 2021, due to pandemic-related revenue drops, but subsequently improved through 2022 and 2023, reaching 3.21 before reducing slightly to 2.99 in 2024. This overall recovery indicates a strengthening of sector-wide liquidity compared to the trough of the crisis, although financial resilience continues to vary considerably across ANSPs. The 3rd quartile continued to rise and reached 4.60 in 2024, nearly matching the pre-pandemic level. By contrast, the 1st quartile, after a modest recovery from its 2021 low, remained lower than in 2019, indicating a widening of the dispersion across ANPs.

30 ANSPs in 2024; 34 ANSPs in other years

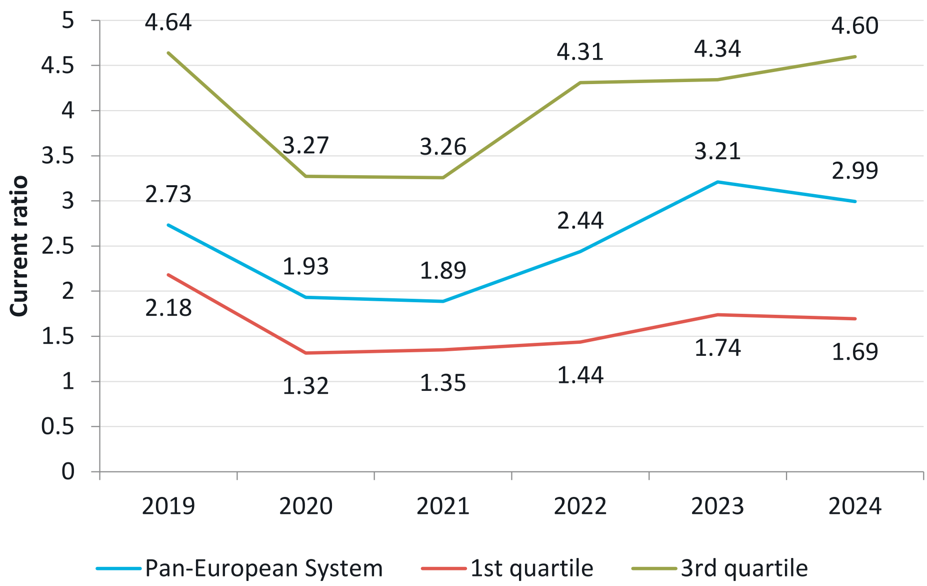


Figure 5.1: Trends in ANSPs current ratio, 2019-2024

Figure 5.2 shows the changes in cash-on-hand days at pan-European system level over the 2019-2024 period as well as the 1st quartile and the 3rd quartile of these indicators. The cash-on-hand days indicator

[4] The Pan-European system indicators (Figure 5.1 and Figure 5.2 and 6.2) are calculated by first aggregating the financial data of individual ANSPs. The current ratio and cash-on-hand days are then computed from this combined dataset, producing a weighted average that more accurately represents the overall financial position of the system.

(cash & cash equivalents divided by operating costs x 365) measures the length of time a company can pay its operating costs from its cash reserves.

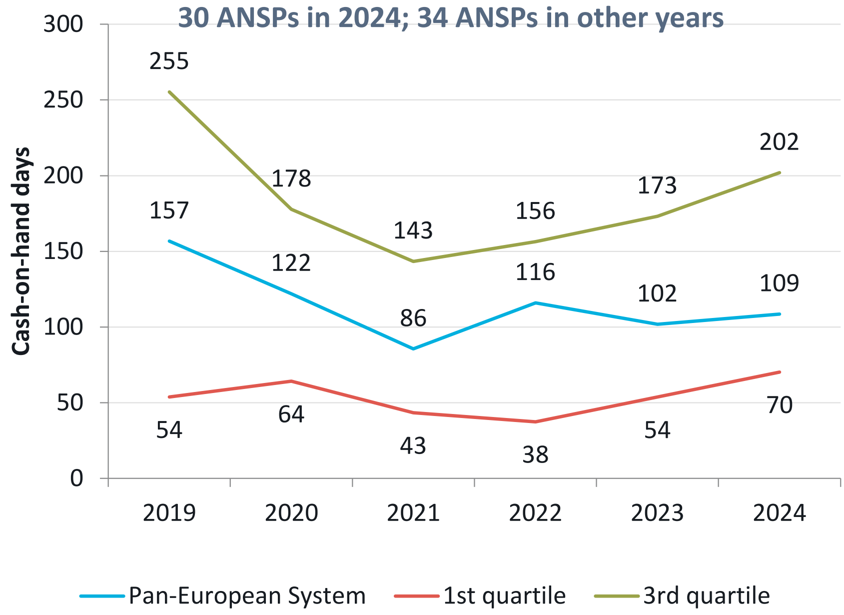


Figure 5.2: Trends in cash-on-hand days at pan-European system level, 2019-2024

Figure 5.2 shows that cash-on-hand days fell sharply from 157 in 2019 to 86 in 2021, reflecting the impact of the pandemic, before improving to 116 days in 2022. However, this recovery was not sustained, as the average decreased to 102 days in 2023, then edged up slightly to 109 days in 2024. Overall, liquidity remains below pre-pandemic levels. Dispersion across ANSPs persists: the 3rd quartile rose to 202 days in 2024, still below its 2019 peak of 255 days, while the 1st quartile recovered to 70 days, slightly above its pre-pandemic level of 54 days.

More detailed analysis on these financial indicators will be available in the forthcoming ACE report.

Important note

Data contained in this document are preliminary and subject to changes before the publication of the final ACE benchmarking report in May 2026.

Disclaimer

The Performance Review Unit (PRU) has made every effort to ensure that the information and analysis contained in this document are as accurate and complete as possible. Should you find any errors or inconsistencies we would be grateful if you could please bring them to the PRU's attention. The PRU's e-mail address is pru-support@eurocontrol.int