|  |  |  |
| --- | --- | --- |
|  |  |   19 January 2026 – 15 December 2028 |
| Revenue from passengers  |     |    |
| (NOTE:  Without passenger-specific payments that are considered suspense account items)  |     |   |
| **Costs** |     |    |
| passenger costs  |     |    |
| route costs (excl. fuel)  |   |    |
| fuel costs  |     |    |
|  |  |  |
| aircraft costs  |     |    |
| crew costs  |     |    |
|  |  |  |
| administrative costs  |     |    |
| marketing other costs\*  |     |    |
| required return on capital  |     |    |
| Total costs  |     |    |
| Deficit (excluding VAT)  |     |    |
| Operating Compensation, i.e. aid required by the tenderer   |     |    |

\* a clarification on what costs are included in the category ‘other costs’ must be included in the tender

\* the figures must be stated in euros