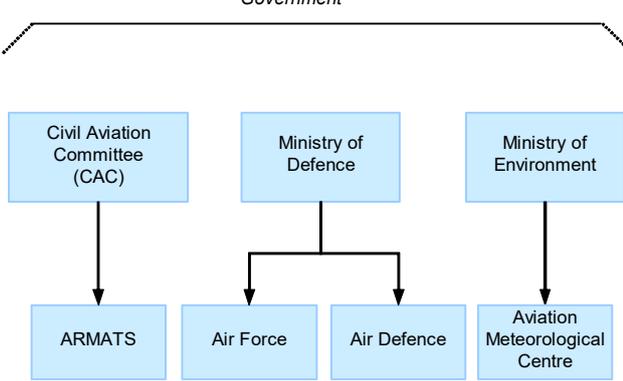
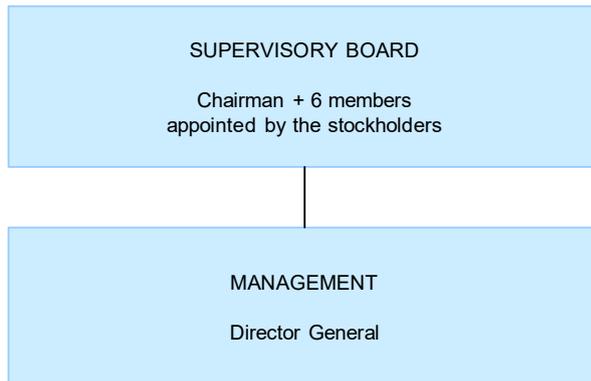
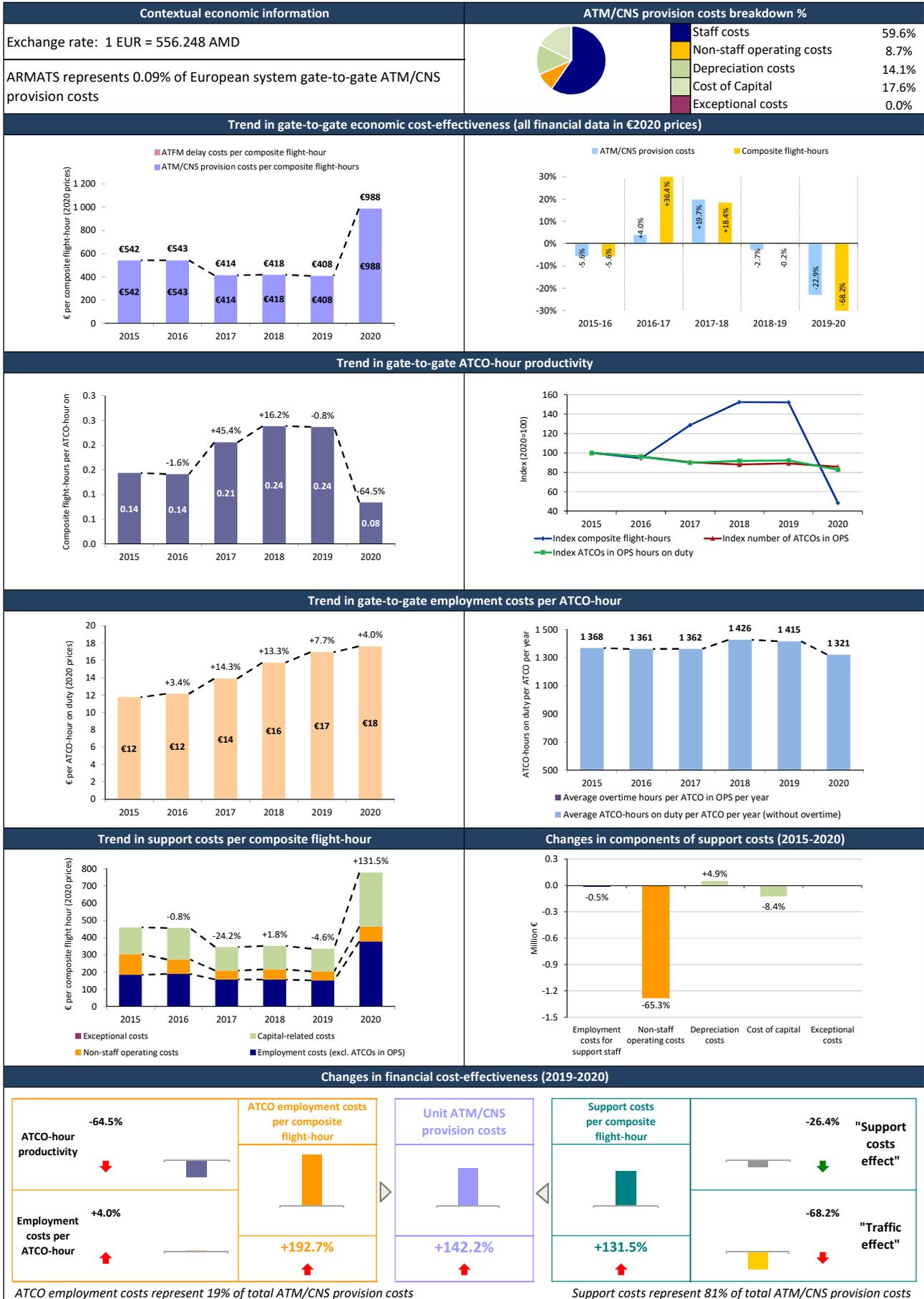


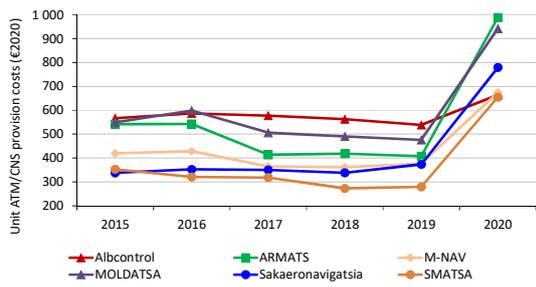
<p><u>Institutional arrangements and links (2022)</u></p> <p style="text-align: center;">Government</p> 	<p><u>Status (2022)</u></p> <ul style="list-style-type: none"> - Joint-stock company as of 1997 - 100% State-owned <p>National Supervisory Authority (NSA): Civil Aviation Committee (CAC)</p> <p>Body responsible for:</p> <p>Safety Regulation Civil Aviation Committee (CAC)</p> <p>Airspace Regulation Civil Aviation Committee (CAC) and Ministry of Defence</p> <p>Economic Regulation Tax Authorities</p>																						
<p><u>Corporate governance structure (2022)</u></p> 	<p><u>ARMATS (2022)</u></p> <p>CHAIRMAN OF THE SUPERVISORY BOARD: Armen Avanesyan</p> <p>DIRECTOR GENERAL: Artur Gasparyan</p> <p>DIRECTOR OF AIR TRAFFIC SERVICES: Artur Papoyan</p>																						
<p><u>Scope of services (2020)</u></p> <table border="1" data-bbox="159 1411 766 1478"> <tr> <td><input checked="" type="checkbox"/> GAT</td> <td><input checked="" type="checkbox"/> Upper Airspace</td> <td><input type="checkbox"/> Oceanic ANS</td> </tr> <tr> <td><input type="checkbox"/> OAT</td> <td><input checked="" type="checkbox"/> Lower Airspace</td> <td><input type="checkbox"/> MET</td> </tr> </table>	<input checked="" type="checkbox"/> GAT	<input checked="" type="checkbox"/> Upper Airspace	<input type="checkbox"/> Oceanic ANS	<input type="checkbox"/> OAT	<input checked="" type="checkbox"/> Lower Airspace	<input type="checkbox"/> MET	<p><u>Operational ATS units (2020)</u></p> <ul style="list-style-type: none"> 1 ACC (Yerevan) 2 APPs (Yerevan, Gyumri) 2 TWRs (Shirak, Zvartnots) 																
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<p><u>Key financial and operational figures (ACE 2020)</u></p> <table data-bbox="159 1680 766 2083"> <tr><td>Gate-to-gate total revenues (M€)</td><td>5</td></tr> <tr><td>Gate-to-gate total costs (M€)</td><td>8</td></tr> <tr><td>Gate-to-gate ATM/CNS provision costs (M€)</td><td>8</td></tr> <tr><td>Gate-to-gate total ATM/CNS assets(M€)</td><td>9</td></tr> <tr><td>Gate-to-gate ANS total capex (M€)</td><td>1</td></tr> <tr><td>ATCOs in OPS (FTEs)</td><td>71</td></tr> <tr><td>Gate-to-gate total staff (incl. MET staff*)</td><td>294</td></tr> <tr><td>Total IFR flight-hours controlled by ANSP ('000)</td><td>5</td></tr> <tr><td>IFR airport movements controlled by ANSP ('000)</td><td>10</td></tr> <tr><td>En-route sectors open at maximum configuration</td><td>1</td></tr> <tr><td>Minutes of ATFM delays (post-OPS adjusted, '000)</td><td>0</td></tr> </table> <p>* if applicable</p>	Gate-to-gate total revenues (M€)	5	Gate-to-gate total costs (M€)	8	Gate-to-gate ATM/CNS provision costs (M€)	8	Gate-to-gate total ATM/CNS assets(M€)	9	Gate-to-gate ANS total capex (M€)	1	ATCOs in OPS (FTEs)	71	Gate-to-gate total staff (incl. MET staff*)	294	Total IFR flight-hours controlled by ANSP ('000)	5	IFR airport movements controlled by ANSP ('000)	10	En-route sectors open at maximum configuration	1	Minutes of ATFM delays (post-OPS adjusted, '000)	0	<p><u>Size (2020)</u></p> <p>Size of controlled airspace: 29 700 km²</p> 
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ARMATS (Armenia) – Cost-effectiveness KPIs (€2020)

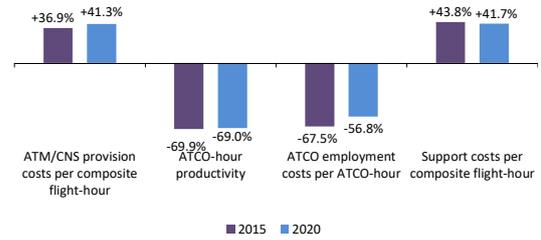


ARMATS (Armenia) – Cost-effectiveness KPIs (€2020)

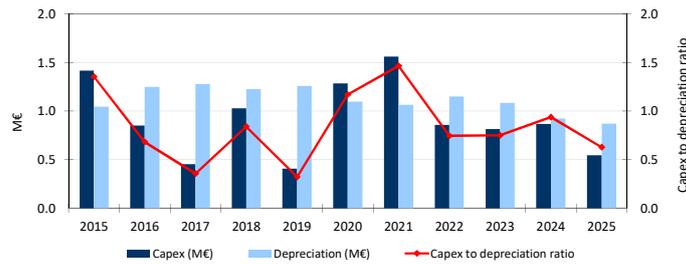
Changes in unit gate-to-gate ATM/CNS provision costs within comparator group



Deviation from groups' weighted average



Capital expenditures and depreciation costs



Information on major capex projects and ATM systems upgrades/replacements

ATM	COM	NAV	SUR	Building	Other	Years	FDP5	RDPS	HMI	VCS
							C: 2013*	C: 2013*	C: 2013*	C: 2013*
			€1.3M (2014-2016)			2015				
						2016				
						2017				
		€0.5M				2018				
€0.1M	€0.7M					2019				
			€2.2M			2020				
		€0.9M				2021				
						2022				
€0.2M						2023				
			€0.2M			2024				
	€0.2M					2025				

* C = Commissioning Upgrade Replacement

Focus on the top five capex projects

Project number	Name of the project	Domain	Capex spent between start and end dates (€M)	Start date	End date
1	Acquisition and installation of a MSSR	SUR	1.4	2020	2022
2	Modernization of P3D surveillance system	SUR	1.3	2014	2016
3	Acquisition and installation of ILS/DME with direction 0850 and replacement of DVOR/DME at the airport "Zvartnots"	NAV	0.9	2022	2022
4	Acquisition and installation of 12 lateral stations for P3D MLAT/WAM	SUR	0.8	2020	2020
5	Acquisition of ILS/DME system for Gyumri	NAV	0.5	2018	2018