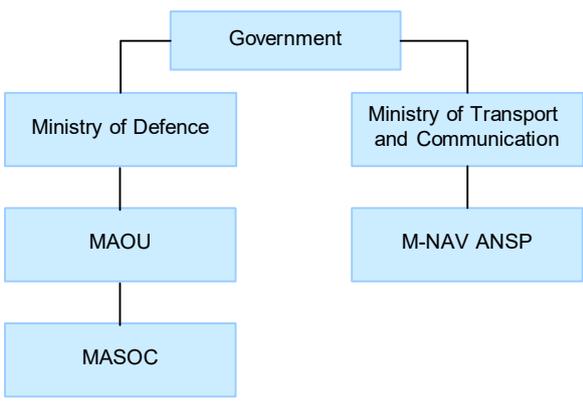
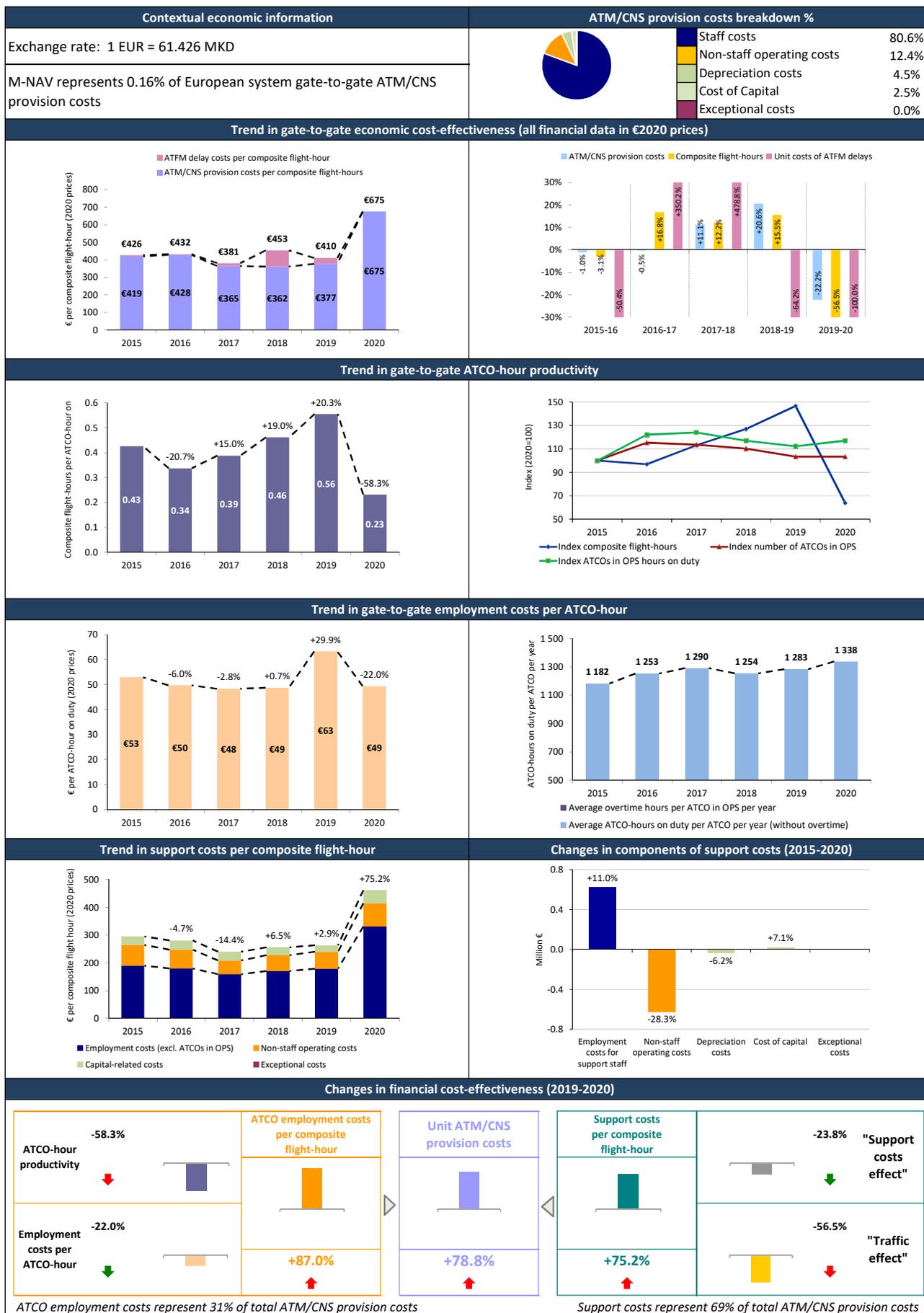


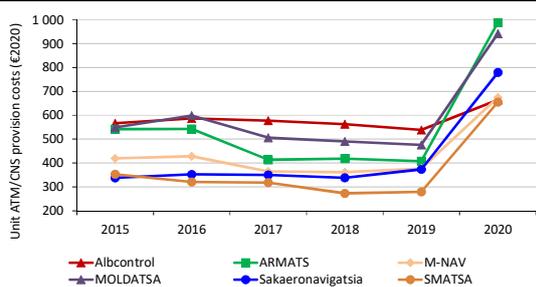
<p><u>Institutional arrangements and links (2022)</u></p>  <pre> graph TD Gov[Government] --> MoD[Ministry of Defence] Gov --> MoTC[Ministry of Transport and Communication] MoD --> MAOU[MAOU] MoD --> MASOC[MASOC] MoTC --> MNAV[M-NAV ANSP] </pre>	<p><u>Status (2022)</u></p> <ul style="list-style-type: none"> - Joint-stock company - 100% State-owned <p>National Supervisory Authority (NSA): Civil Aviation Agency (CAA)</p> <p>Body responsible for:</p> <p><u>Safety Regulation</u> Safety Dept. of Civil Aviation Agency</p> <p><u>Airspace Regulation</u> Government</p> <p><u>Economic Regulation</u> Government, Civil Aviation Agency</p>																						
<p><u>Corporate governance structure (2022)</u></p>  <pre> graph TD SB["SUPERVISORY BOARD (3 members appointed by the Government)"] --- MB["MANAGEMENT BOARD (3 executive directors appointed by the Government)"] </pre>	<p><u>M-NAV (2022)</u></p> <p><i>CHAIRMAN OF THE SUPERVISORY BOARD:</i> Mr. Nikola Bajaldziev</p> <p><i>PRESIDENT OF MANAGEMENT BOARD AND EXECUTIVE DIRECTOR OF ANS:</i> M.Sc Fahrudin Hamidi</p>																						
<p><u>Scope of services (2020)</u></p> <table border="1"> <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 checked="" type="checkbox"/> OAT</td> <td><input checked="" type="checkbox"/> Lower Airspace</td> <td><input checked="" type="checkbox"/> MET</td> </tr> </table>	<input checked="" type="checkbox"/> GAT	<input checked="" type="checkbox"/> Upper Airspace	<input type="checkbox"/> Oceanic ANS	<input checked="" type="checkbox"/> OAT	<input checked="" type="checkbox"/> Lower Airspace	<input checked="" type="checkbox"/> MET	<p><u>Operational ATS units (2020)</u></p> <ul style="list-style-type: none"> 1 ACC (Skopje) 2 APPs (Skopje and Ohrid) 2 TWRs (Skopje and Ohrid) 1 AFIS (Skopje) 																
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<p><u>Key financial and operational figures (ACE 2020)</u></p> <table border="1"> <tr><td>Gate-to-gate total revenues (M€)</td><td>8</td></tr> <tr><td>Gate-to-gate total costs (M€)</td><td>14</td></tr> <tr><td>Gate-to-gate ATM/CNS provision costs (M€)</td><td>13</td></tr> <tr><td>Gate-to-gate total ATM/CNS assets(M€)</td><td>8</td></tr> <tr><td>Gate-to-gate ANS total capex (M€)</td><td>1</td></tr> <tr><td>ATCOs in OPS (FTEs)</td><td>61</td></tr> <tr><td>Gate-to-gate total staff (incl. MET staff*)</td><td>301</td></tr> <tr><td>Total IFR flight-hours controlled by ANSP ('000)</td><td>16</td></tr> <tr><td>IFR airport movements controlled by ANSP ('000)</td><td>9</td></tr> <tr><td>En-route sectors open at maximum configuration</td><td>3</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€)	8	Gate-to-gate total costs (M€)	14	Gate-to-gate ATM/CNS provision costs (M€)	13	Gate-to-gate total ATM/CNS assets(M€)	8	Gate-to-gate ANS total capex (M€)	1	ATCOs in OPS (FTEs)	61	Gate-to-gate total staff (incl. MET staff*)	301	Total IFR flight-hours controlled by ANSP ('000)	16	IFR airport movements controlled by ANSP ('000)	9	En-route sectors open at maximum configuration	3	Minutes of ATFM delays (post-OPS adjusted, '000)	0	<p><u>Size (2020)</u></p> <p>Size of controlled airspace: 24 900 km²</p> 
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M-NAV (North Macedonia) – Cost-effectiveness KPIs (€2020)

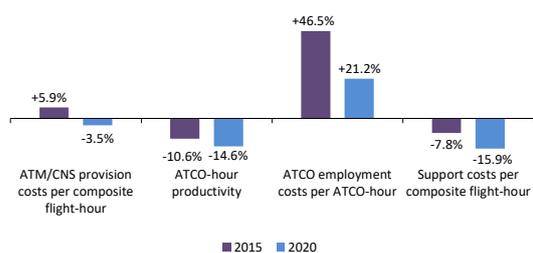


M-NAV (North Macedonia) – Cost-effectiveness KPIs (€2020)

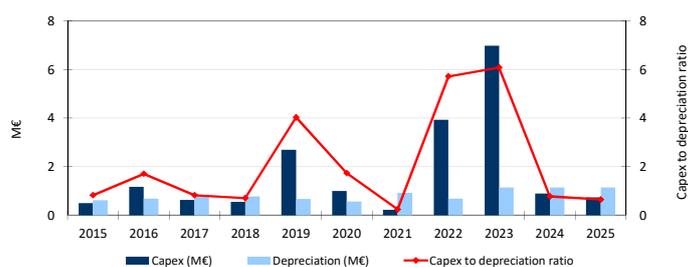
Changes in unit gate-to-gate ATM/CNS provision costs within comparator group



Deviation from groups' weighted average



Capital expenditures and depreciation costs



Information on major capex projects and ATM systems upgrades/replacements

ATM	COM	NAV	SUR	Buildings	Other	Years	FDP5	RDP5	HMI	VCS
							C: 2002*	C: 2002*	C: 2002*	C: 2002*
€8.0M (2014-2023)	€1.6M		€2.9M	€1.1M (2013-2017)	€0.8M**	2015				
						2016				
						2017				
						2018				
						2019				
						2020				
						2021				
						2022				
						2023				
						2024				
2025										

** Project related to MET

* 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	ATM system	ATM	7.9	2014	2023
2	Mode S radar at Skopje	SUR	2.2	2020	2023
3	Acquisition of new administrative premises	BUILDINGS	1.1	2013	2017
4	Purchase of new VHF radio system and MW link	COM	0.8	2016	2022
5	Replacement of AWOS/VOLMET/ATIS equipment at Skopje and Ohrid airports	OTHER	0.8	2015	2022