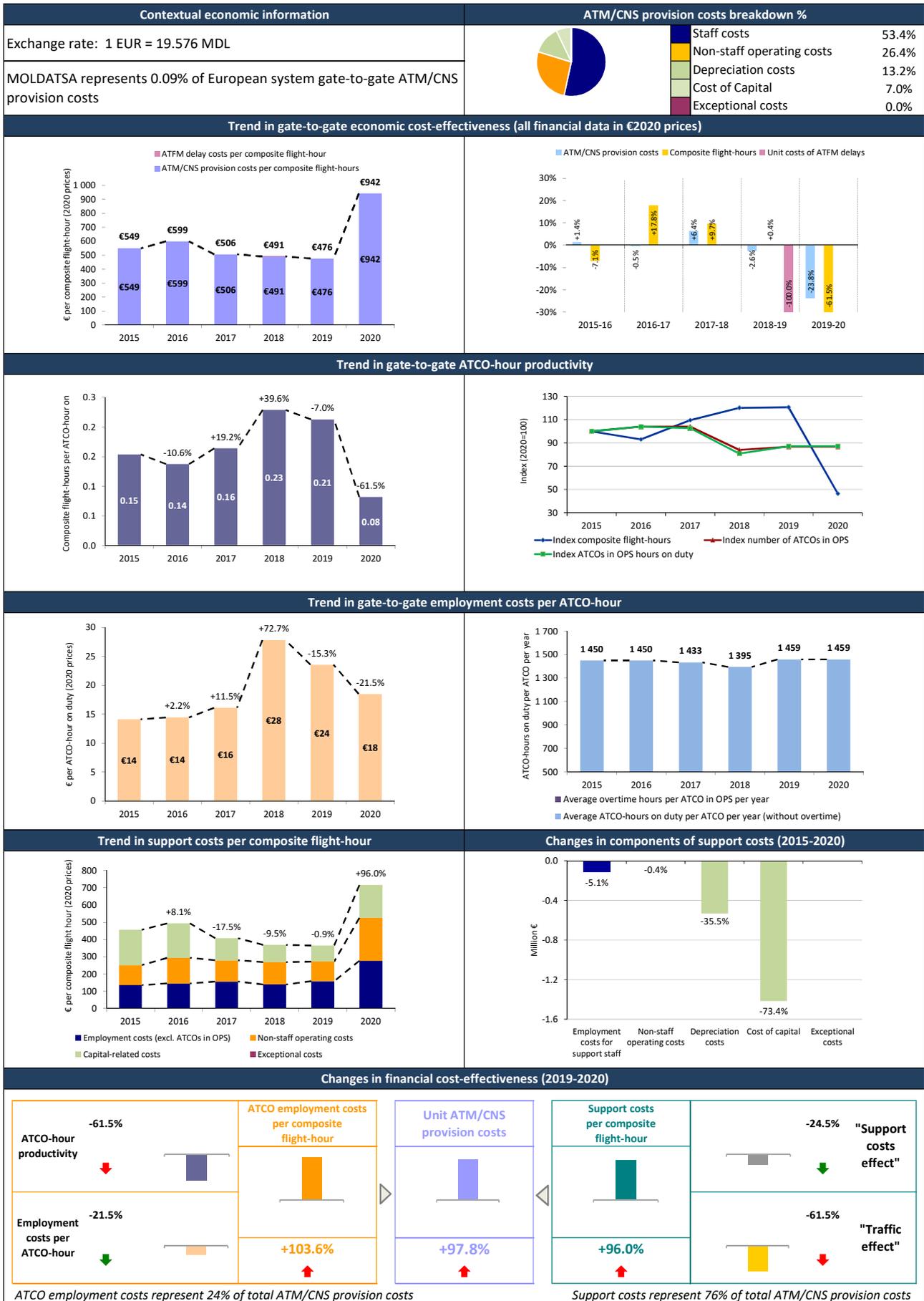




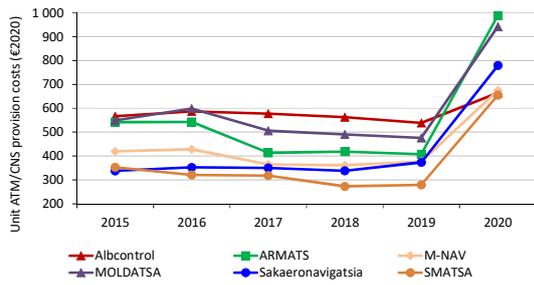
<p><u>Institutional arrangements and links (2022)</u></p> <p style="text-align: center;">Government</p> <pre> graph TD Gov[Government] --- MIRD[Ministry of Infrastructure and Regional Development] Gov --- APP[Agency of Public Property] Gov --- MoD[Ministry of Defence] MIRD --- CAA[Civil Aviation Authority (CAA) -> NSA] APP --- CAA APP --- MOLDATSA MoD --- MOLDATSA CAA --- AO[Airport Operator] CAA --- ACO[Aircraft Operator] ACO --- MOLDATSA </pre>	<p><u>Status (2022)</u></p> <ul style="list-style-type: none"> - State enterprise since 1994 (by Government Regulation Nr.3 from 12.01.1994) - 100% State-owned <p>National Supervisory Authority (NSA): Civil Aviation Authority (CAA)</p> <p>Body responsible for:</p> <p><u>Safety Regulation</u> Ministry of Infrastructure and Regional Development</p> <p><u>Airspace Regulation</u> Ministry of Infrastructure and Regional Development</p> <p><u>Economic Regulation</u> Ministry of Infrastructure and Regional Development</p>																						
<p><u>Corporate governance structure (2022)</u></p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">SUPERVISORY BOARD (7 members) Chairman + 6 members All members are appointed by the Agency of Public Property</p> <p style="text-align: center;">Members represent Agency of Public Property (3) including Chairman, Ministry of Economy and Infrastructure (1), Ministry of Finance (1), State Chancellery (2).</p> </div> <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;">Management Board: Director General MOLDATSA</p> </div>	<p><u>MOLDATSA (2022)</u></p> <p>CHAIRMAN OF THE SUPERVISORY BOARD: Ms. Tatiana Savva</p> <p>DIRECTOR GENERAL (CEO): Mr. Veaceslav Frunze</p> <p>HEAD OF ATM DIVISION: Mr. Serghei Gheorghita</p>																						
<p><u>Scope of services (2020)</u></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <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> <p>1 ACC (Chisinau) 1 APP (Chisinau) 3 TWRs (Chisinau, Balti, Marculesti)</p>																
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<p><u>Key financial and operational figures (ACE 2020)</u></p> <table style="width: 100%;"> <tr><td>Gate-to-gate total revenues (M€)</td><td style="text-align: right;">4</td></tr> <tr><td>Gate-to-gate total costs (M€)</td><td style="text-align: right;">8</td></tr> <tr><td>Gate-to-gate ATM/CNS provision costs (M€)</td><td style="text-align: right;">7</td></tr> <tr><td>Gate-to-gate total ATM/CNS assets(M€)</td><td style="text-align: right;">6</td></tr> <tr><td>Gate-to-gate ANS total capex (M€)</td><td style="text-align: right;">0</td></tr> <tr><td>ATCOs in OPS (FTEs)</td><td style="text-align: right;">65</td></tr> <tr><td>Gate-to-gate total staff (incl. MET staff*)</td><td style="text-align: right;">251</td></tr> <tr><td>Total IFR flight-hours controlled by ANSP ('000)</td><td style="text-align: right;">5</td></tr> <tr><td>IFR airport movements controlled by ANSP ('000)</td><td style="text-align: right;">10</td></tr> <tr><td>En-route sectors open at maximum configuration</td><td style="text-align: right;">2</td></tr> <tr><td>Minutes of ATFM delays (post-OPS adjusted, '000)</td><td style="text-align: right;">0</td></tr> </table> <p><small>* if applicable</small></p>	Gate-to-gate total revenues (M€)	4	Gate-to-gate total costs (M€)	8	Gate-to-gate ATM/CNS provision costs (M€)	7	Gate-to-gate total ATM/CNS assets(M€)	6	Gate-to-gate ANS total capex (M€)	0	ATCOs in OPS (FTEs)	65	Gate-to-gate total staff (incl. MET staff*)	251	Total IFR flight-hours controlled by ANSP ('000)	5	IFR airport movements controlled by ANSP ('000)	10	En-route sectors open at maximum configuration	2	Minutes of ATFM delays (post-OPS adjusted, '000)	0	<p><u>Size (2020)</u></p> <p>Size of controlled airspace: 34 800 km²</p>
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MOLDATSA (Moldova) – Cost-effectiveness KPIs (€2020)

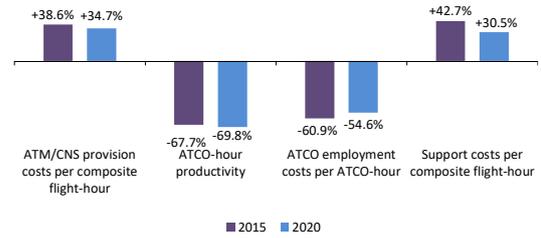


MOLDATSA (Moldova) – Cost-effectiveness KPIs (€2020)

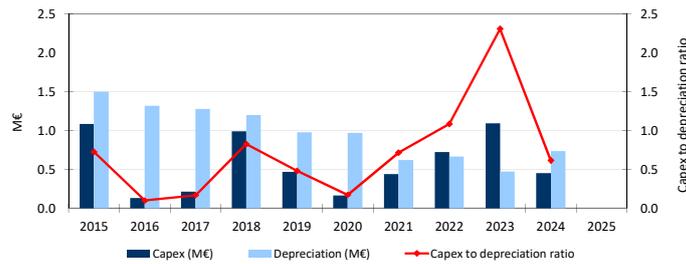
Changes in unit gate-to-gate ATM/CNS provision costs within comparator group



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	FDPS C: 2013*	RDPS C: 2013*	HMI C: 2013*	VCS C: 2013*
			€3.4M (2014-2016)			2015				
						2016				
						2017				
€1.4M					€1.3M**	2018				
				2019						
€1.0M				2020						
				2021						
	€0.7M	€0.4M				2022				
			€1.3M			2023				
		€0.7M				2024				
						2025				

** Most part of this amount relates 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	Implementation of multilateration equipment	SUR	2.6	2014	2015
2	Modernisation radar THALES	SUR	1.2	2023	2023
3	Modernisation MAATS	ATM	1.0	2020	2021
4	Simulation Facilities for airtraffic control training (including TWR 3D Simulator + VCS)	ATM	1.0	2018	2019
5	MLAT system	SUR	0.8	2014	2016