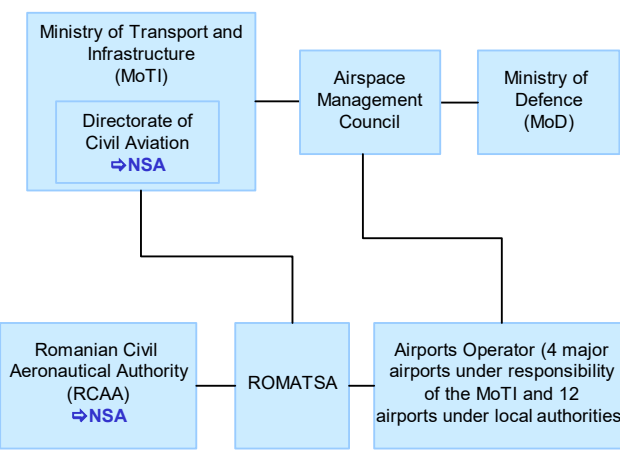
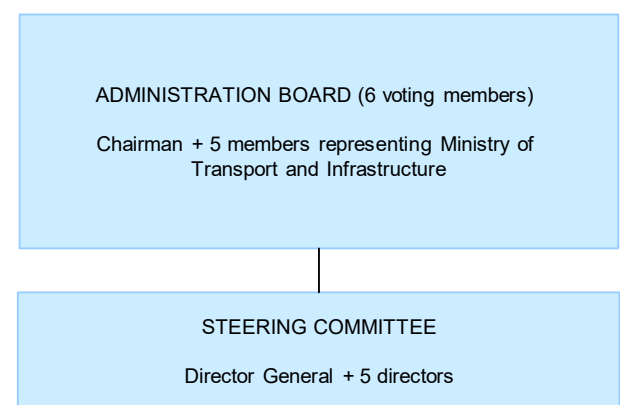

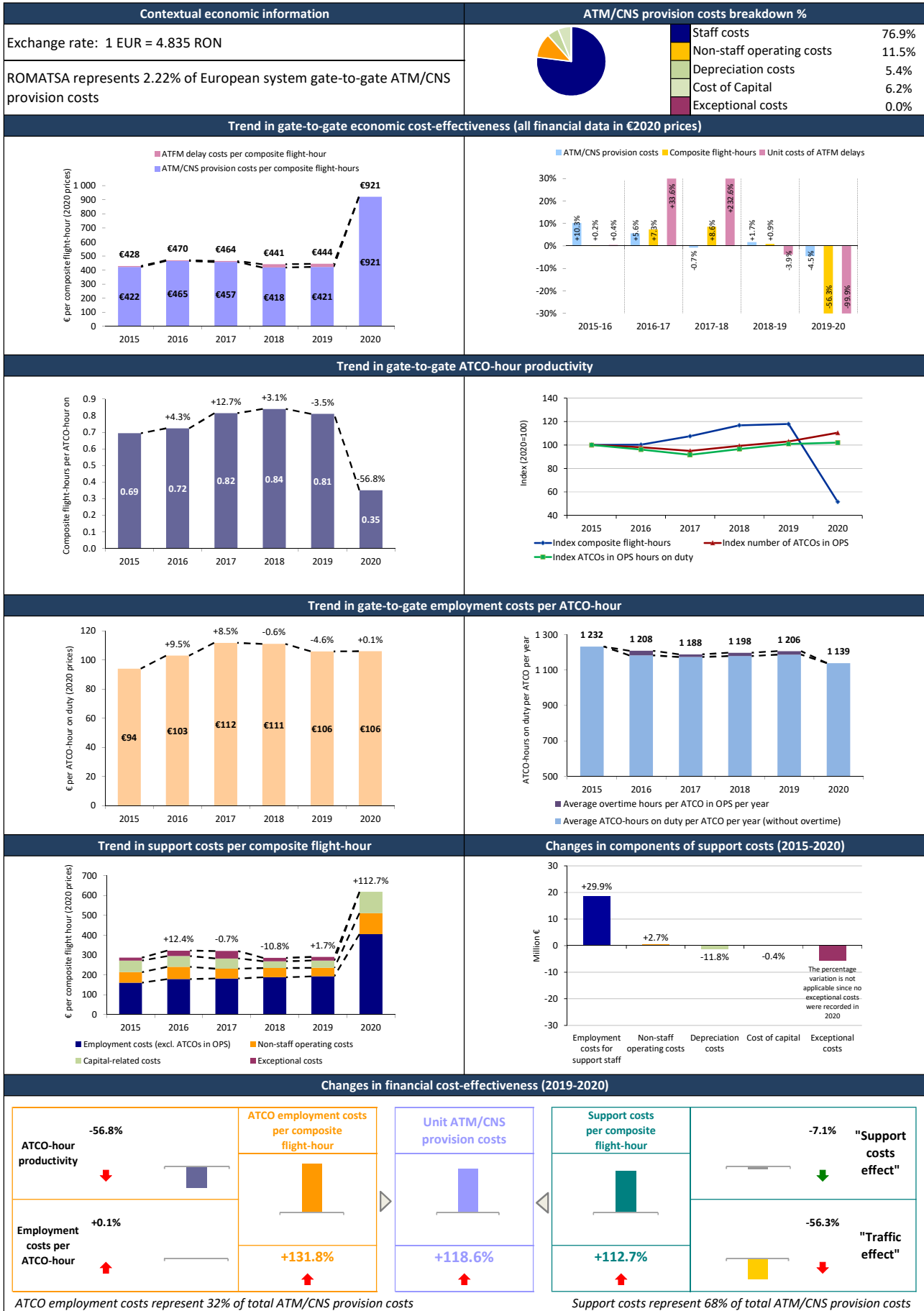


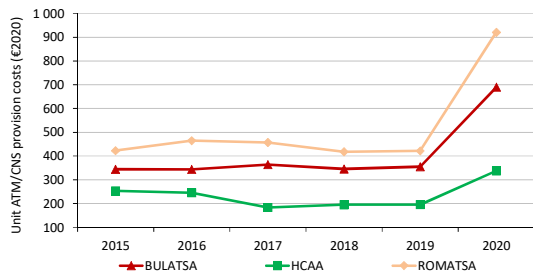
<p><u>Institutional arrangements and links (2022)</u></p>  <pre> graph TD MoTI[Ministry of Transport and Infrastructure (MoTI)] --- DCAD[Directorate of Civil Aviation -> NSA] MoD[Ministry of Defence (MoD)] --- AMC[Airspace Management Council] DCAD --- ROMATSA[ROMATSA] AMC --- ROMATSA ROMATSA --- RCAA[Romanian Civil Aeronautical Authority (RCAA) -> NSA] ROMATSA --- AO[Airports Operator (4 major airports under responsibility of the MoTI and 12 airports under local authorities)] </pre>	<p><u>Status (2022)</u></p> <ul style="list-style-type: none"> - Autonomous and self-financing organisation as of 1991 (Government Resolution GR74/1991 amended by GR731/1992, GR75/2005, GR1090/2006, GR1251/2007, GR741/2008) - 100% State-owned <p><u>National Supervisory Authority (NSA):</u></p> <ul style="list-style-type: none"> - Directorate of Civil Aviation - Romanian Civil Aeronautical Authority (RCAA) <p><u>Body responsible for:</u></p> <p><u>Safety Regulation</u> Ministry of Transport and Infrastructure (MoTI) Enforcement and safety oversight is delegated and discharged through the RCAA</p> <p><u>Airspace Regulation</u> Both Ministry of Transport and Infrastructure (MoTI) and Ministry of Defence (MoD), and discharged through the RCAA and Air Force Staff</p> <p><u>Economic Regulation</u> Ministry of Transport and Infrastructure (MoTI)</p>																						
<p><u>Corporate governance structure (2022)</u></p>  <pre> graph TD AB[ADMINISTRATION BOARD (6 voting members) Chairman + 5 members representing Ministry of Transport and Infrastructure] --- SC[STEERING COMMITTEE Director General + 5 directors] </pre>	<p><u>ROMATSA R.A. (2022)</u></p> <p><i>CHAIRMAN OF THE ADMINISTRATION BOARD:</i> Felix Corneliu Ardelean</p> <p><i>DIRECTOR GENERAL (CEO):</i> Adrian Cojoc (temporary)</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 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 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 (Bucharest) 3 APPs 16 TWRs</p>																
<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 checked="" type="checkbox"/> MET																					
<p><u>Key financial and operational figures (ACE 2020)</u></p> <table border="1"> <tr><td>Gate-to-gate total revenues (M€)</td><td>102</td></tr> <tr><td>Gate-to-gate total costs (M€)</td><td>203</td></tr> <tr><td>Gate-to-gate ATM/CNS provision costs (M€)</td><td>183</td></tr> <tr><td>Gate-to-gate total ATM/CNS assets(M€)</td><td>82</td></tr> <tr><td>Gate-to-gate ANS total capex (M€)</td><td>38</td></tr> <tr><td>ATCOs in OPS (FTEs)</td><td>497</td></tr> <tr><td>Gate-to-gate total staff (incl. MET staff*)</td><td>1 656</td></tr> <tr><td>Total IFR flight-hours controlled by ANSP ('000)</td><td>172</td></tr> <tr><td>IFR airport movements controlled by ANSP ('000)</td><td>97</td></tr> <tr><td>En-route sectors open at maximum configuration</td><td>9</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€)	102	Gate-to-gate total costs (M€)	203	Gate-to-gate ATM/CNS provision costs (M€)	183	Gate-to-gate total ATM/CNS assets(M€)	82	Gate-to-gate ANS total capex (M€)	38	ATCOs in OPS (FTEs)	497	Gate-to-gate total staff (incl. MET staff*)	1 656	Total IFR flight-hours controlled by ANSP ('000)	172	IFR airport movements controlled by ANSP ('000)	97	En-route sectors open at maximum configuration	9	Minutes of ATFM delays (post-OPS adjusted, '000)	0	<p><u>Size (2020)</u></p> <p>Size of controlled airspace: 255 000 km²</p> 
Gate-to-gate total revenues (M€)	102																						
Gate-to-gate total costs (M€)	203																						
Gate-to-gate ATM/CNS provision costs (M€)	183																						
Gate-to-gate total ATM/CNS assets(M€)	82																						
Gate-to-gate ANS total capex (M€)	38																						
ATCOs in OPS (FTEs)	497																						
Gate-to-gate total staff (incl. MET staff*)	1 656																						
Total IFR flight-hours controlled by ANSP ('000)	172																						
IFR airport movements controlled by ANSP ('000)	97																						
En-route sectors open at maximum configuration	9																						
Minutes of ATFM delays (post-OPS adjusted, '000)	0																						

ROMATSA (Romania) – Cost-effectiveness KPIs (€2020)

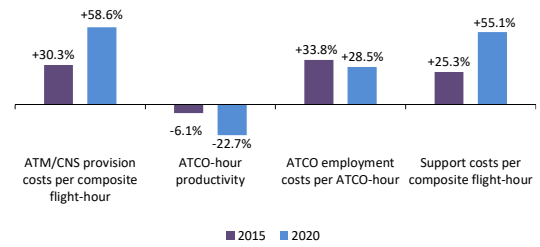


ROMATSA (Romania) – Cost-effectiveness KPIs (€2020)

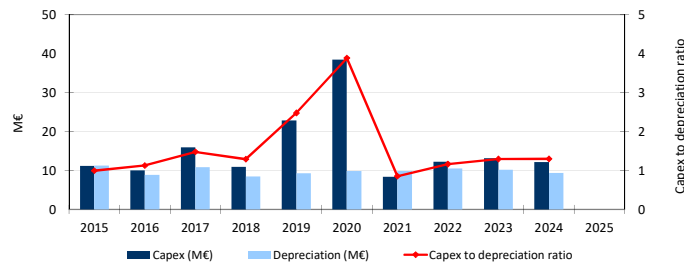
Changes in unit gate-to-gate ATM/CNS provision costs within comparator group



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	RDP5	HMI	VCS
							C: 2003 (LEONARDO) 2019 (INDRA)*	C: 2003 (LEONARDO) 2019 (INDRA)*	C: 2003 (LEONARDO) 2019 (INDRA)*	C: 2016*
€32.5M (2013-2021)	€4.6M (2012-2016)	€5.0M	€8.6M (2010-2017)	€3.5M	€11.8M** (2011-2022)	2015				
						2016				
	2017									
	2018	LEONARDO	LEONARDO			LEONARDO				
	2019	INDRA	INDRA			INDRA				
	2020									
	2021	INDRA	INDRA			INDRA				
€5.0M		€4.6M	€7.4M							
				€7.4M (2025-2027)						

** Includes €2.2M attributed 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 ROMATSA 2015+ STEP I Phase I&II	ATM	26.1	2013	2021
2	Multifunctional building facilities	BUILDINGS	7.4	2025	2027
3	ATM System ROMATSA 2015+ STEP 2	ATM	5.0	2024	2025
4	GNSS Monitoring and Interference Detection System for PBN aircraft operations	NAV	4.6	2022	2025
5	VCS Systems (CNS 03 - 10-13)	COM	4.6	2012	2016