
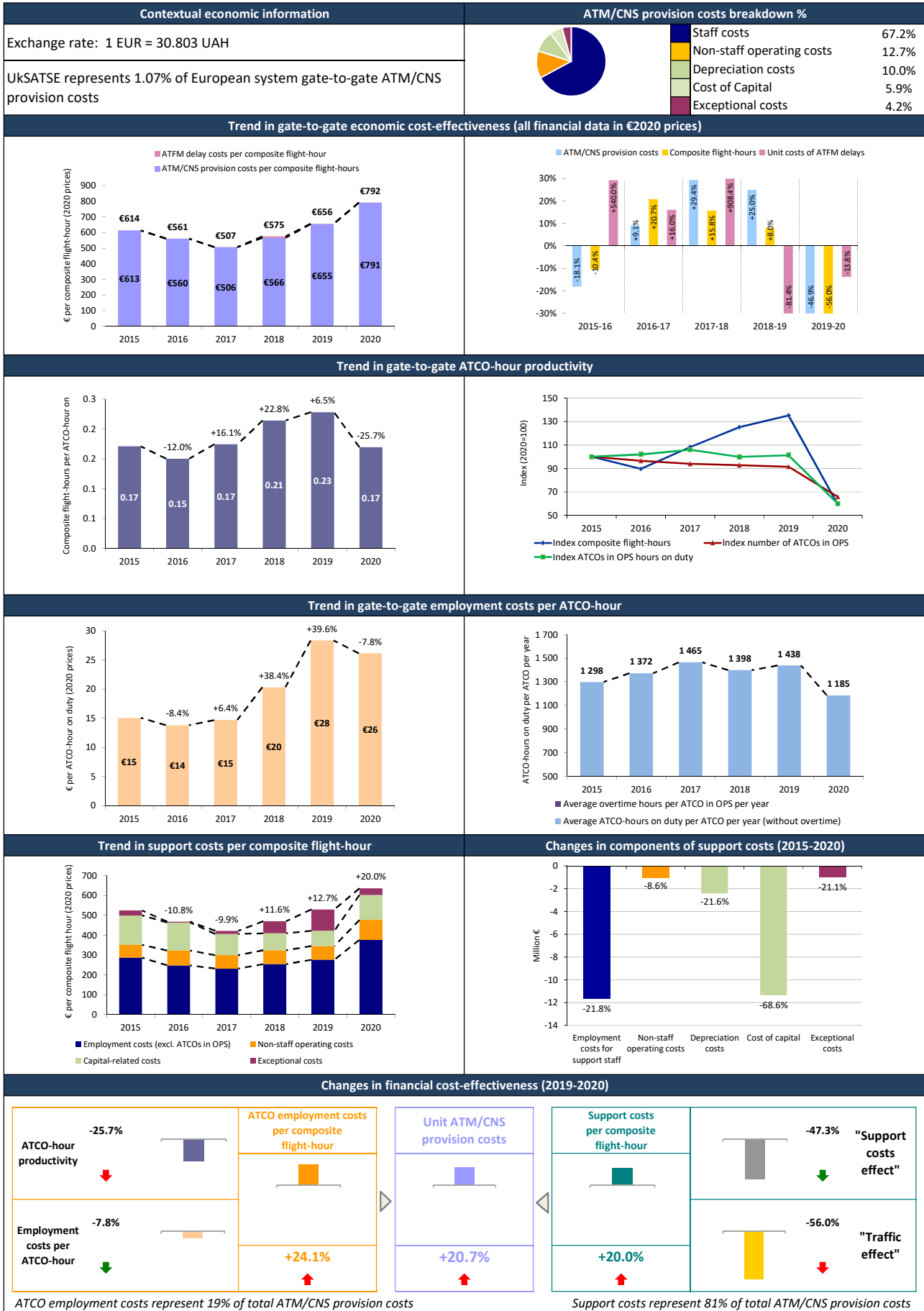


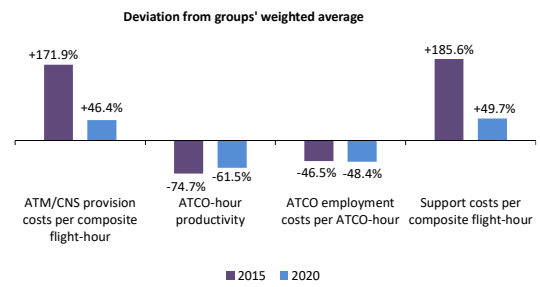
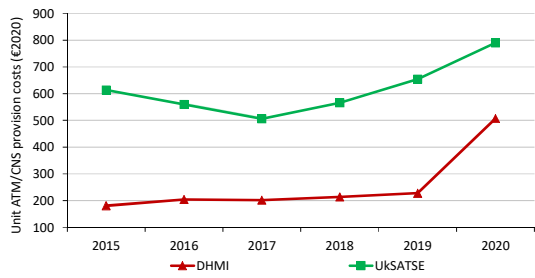
<p><u>Institutional arrangements and links (2022)</u></p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Ministry of Infrastructure of Ukraine (State Aviation Administration) </div> <div style="border: 1px solid black; padding: 5px;"> Ukrainian State Air Traffic Service Enterprise (UkSATSE) <ul style="list-style-type: none"> • Regional branches • AIS • Ukraerocenter (Ukrainian Airspace Management and Planning Center) • Training & Certification Center of UkSATSE • UkSATSE Flight Calibration Service • Medical Certification Center </div>	<p><u>Status (2022)</u></p> <ul style="list-style-type: none"> - Self-financing enterprise - 100% State-owned <p><u>National Supervisory Authority (NSA):</u> State Aviation Administration (SAAU) acts as NSA</p> <p><u>Body responsible for:</u></p> <p><u>Safety Regulation</u> State Aviation Administration</p> <p><u>Airspace Regulation</u> State Aviation Administration</p> <p><u>Economic Regulation</u> Ministry of Infrastructure of Ukraine</p>																						
<p><u>Corporate governance structure (2022)</u></p> <div style="border: 1px solid black; padding: 10px; margin-top: 20px;"> Director of UkSATSE (CEO) has been appointed by the Ministry of Infrastructure of Ukraine </div> <p>Reciprocal obligations between Ministry of Infrastructure of Ukraine and Director of UkSATSE are regulated by the contract</p>	<p><u>UkSATSE (2022)</u></p> <p><i>ACTING DIRECTOR OF UKSATSE (CEO):</i> Andrii Yarmak</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 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>4 ACCs/APPs (Dnipro, Kyiv, L'viv, Odesa) 3 APPs (Kharkiv, Uzghorod, Zaporizhzhia) 16 TWRs 5 AFISs</p>																
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<p><u>Key financial and operational figures (ACE 2020)</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Gate-to-gate total revenues (M€)</td><td style="text-align: right;">48</td></tr> <tr><td>Gate-to-gate total costs (M€)</td><td style="text-align: right;">90</td></tr> <tr><td>Gate-to-gate ATM/CNS provision costs (M€)</td><td style="text-align: right;">88</td></tr> <tr><td>Gate-to-gate total ATM/CNS assets(M€)</td><td style="text-align: right;">134</td></tr> <tr><td>Gate-to-gate ANS total capex (M€)</td><td style="text-align: right;">5</td></tr> <tr><td>ATCOs in OPS (FTEs)</td><td style="text-align: right;">553</td></tr> <tr><td>Gate-to-gate total staff (incl. MET staff*)</td><td style="text-align: right;">2 366</td></tr> <tr><td>Total IFR flight-hours controlled by ANSP ('000)</td><td style="text-align: right;">86</td></tr> <tr><td>IFR airport movements controlled by ANSP ('000)</td><td style="text-align: right;">91</td></tr> <tr><td>En-route sectors open at maximum configuration</td><td style="text-align: right;">29</td></tr> <tr><td>Minutes of ATFM delays (post-OPS adjusted, '000)</td><td style="text-align: right;">2</td></tr> </table> <p><small>* if applicable</small></p>	Gate-to-gate total revenues (M€)	48	Gate-to-gate total costs (M€)	90	Gate-to-gate ATM/CNS provision costs (M€)	88	Gate-to-gate total ATM/CNS assets(M€)	134	Gate-to-gate ANS total capex (M€)	5	ATCOs in OPS (FTEs)	553	Gate-to-gate total staff (incl. MET staff*)	2 366	Total IFR flight-hours controlled by ANSP ('000)	86	IFR airport movements controlled by ANSP ('000)	91	En-route sectors open at maximum configuration	29	Minutes of ATFM delays (post-OPS adjusted, '000)	2	<p><u>Size (2020)</u></p> <p>Size of controlled airspace: 776 000 km²</p> 
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UksATSE (Ukraine) – Cost-effectiveness KPIs (€2020)

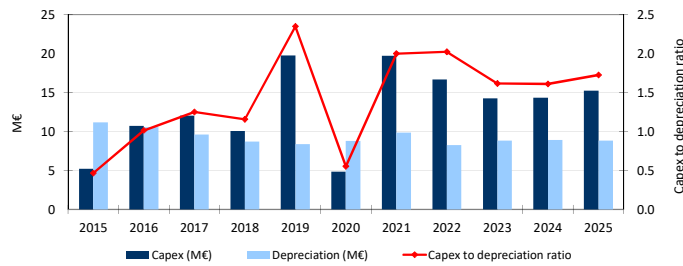


UksATSE (Ukraine) – Cost-effectiveness KPIs (€2020)

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



Capital expenditures and depreciation costs



Information on major capex projects and ATM systems upgrades/replacements

ATM	COM	NAV	SUR	Buildings	Other	Years	FDPS	RDPS	HMI	VCS
							C: 2000 (Kyiv and Odesa), 2007 (Dnipro), 2016 (L'viv)	C: 2000 (Kyiv and Odesa), 2007 (Dnipro), 2016 (L'viv)	C: 2000 (Kyiv and Odesa), 2007 (Dnipro), 2016 (L'viv)	C: 2003 (Odesa), 2004 (Dnipro), 2011 (Kyiv), 2012 (L'viv)
€14.4M (2008-2022)	€11.3M (2014-2022)	€1.2M	€18.3M (2013-2022)	€2.0M	€3.0M (2013-2015)	2015				
						2016	L'viv	L'viv	L'viv	
						2017				
						2018				Kyiv
						2019				
						2020	L'viv	L'viv	L'viv	
						2021	Odesa	Odesa	Odesa	Odesa
2022	Dnipro	Dnipro	Dnipro	Dnipro						
2023										
2024										
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	Implementation of new Monopulse Secondary Surveillance Radar with Mode S (EHS) and Primary/secondary co-located radar	SUR	10.3	2018	2022
2	Upgrade of surveillance systems in Bar, Dubno, Bahmach, Znamenka, Chuguyiv	SUR	4.7	2013	2019
3	Implementation of new ATCO simulator for Kyiv ATM Center	ATM	3.9	2016	2018
4	Implementation of reserve ATM system for L'viv ACC	ATM	3.7	2019	2020
5	Upgrade of VCS	COM	3.4	2014	2019