

**Technical Proposal for
for the development of activities, territories
and facilities of the Chişinău International
Airport “Eugen Doga” and Mărculeşti
International Airport**

amd.sigma strategic airport development GmbH
Managing Director: Adam Symalla

27 April 2026

/Proud member of
Munich Airport

EXECUTIVE SUMMARY

Dear Procurement Team,

In response to the MTender procedure for the Master Plan of Chişinău International Airport, amd.sigma strategic airport development GmbH (amd.sigma) is pleased to submit its proposal for the development of the Master Plan for Chişinău International Airport and Mărculeşti International Airport.

As an international airport advisory firm with extensive experience in airport master planning, infrastructure development strategies, traffic forecasting, and aviation consulting, amd.sigma brings proven expertise in delivering complex, future-oriented airport development programs aligned with international best practices.

For this assignment, amd.sigma will act as Lead Consultant and together with Ensphere as environmental consultant and Gorgona Architects as local architect we will deliver an integrated Master Plan covering analytical, strategic, economic, and spatial components in full compliance with the Technical Specifications and applicable Moldovan regulations.

Our approach combines:

- ✓ Comprehensive traffic and market analysis
- ✓ Phased infrastructure and capacity development planning
- ✓ Financial and implementation strategy
- ✓ Sustainable and responsible development principles

Under a unified project structure led by amd.sigma, we are committed to delivering a robust, forward-looking, and implementable Master Plan that supports the long-term development of Chişinău International Airport and Mărculeşti International Airport as a competitive regional aviation network.

We appreciate the opportunity to participate in this important strategic initiative and look forward to contributing to the sustainable growth of Moldova's aviation sector.

Sincerely,

Adam Symalla

amd.sigma Strategic Airport Development GmbH



Adam Symalla
Managing Director, amd.sigma

TECHNICAL PROPOSAL CONTENT

1. INTRODUCTION
2. PROJECT UNDERSTANDING & SCOPE
3. MASTERPLAN METHODOLOGY & APPROACH
4. DETAILED WORK PLAN AND SCHEDULE
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6. RELEVANT MASTER PLAN EXPERIENCE

INTRODUCTION

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INTRODUCTION

The development of the Master Plan for Chişinău International Airport and Mărculeşti International Airport represents an important milestone in advancing Moldova's aviation sector and strengthening its regional connectivity.

In response to growing demand for passenger and cargo transport, as well as evolving market dynamics, the project provides the foundation for a coordinated and sustainable development of airport infrastructure and operations. The integration of both airports within a unified planning framework enables a comprehensive and efficient approach to future growth.

This Technical Proposal sets out the scope, methodology, and deliverables for the development of the Master Plan, based on a structured and data-driven approach. It defines the analytical framework for traffic forecasting and capacity assessment, the process for developing spatial and infrastructural concepts, and the basis for economic evaluation and implementation planning.

Environmental considerations, stakeholder coordination, and compliance with applicable regulatory requirements are integrated throughout. This document also outlines the structure of deliverables, including graphical materials, reports, and supporting documentation, and defines a clear and phased approach for the preparation of the Master Plan.

Our aim is to deliver a Master Plan that provides a solid basis for informed decision-making and supports the continued development of Moldova's aviation system.



amd.sigma

strategic airport development

- ✓ Experts in strategic airport development, we help clients to achieve their **strategic ambitions**
- ✓ Being wholly owned by Munich Airport, we combine our planning expertise with **operational realities** to craft master plans that really work in daily operations
- ✓ We use a **process-orientated approach** to master planning with the most up-to-date tools to identify the needs of various stakeholders and design a development plan accordingly
- ✓ We pride ourselves with embedding **sustainable and innovative** principles in all planning we undertake

20+

years
of inter-
national
business

115+

successfully
completed
projects

35+

countries
account
for global
operations

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Background

With more than 20 years of experience, our experts have extensive know-how in all aspects of airport development and support our clients in finding the right solutions for the future of their airports



Mission

amd.sigma provides the experience, technical expertise, and forward-thinking strategy required to manage the long-term evolution and expansion of airport infrastructure



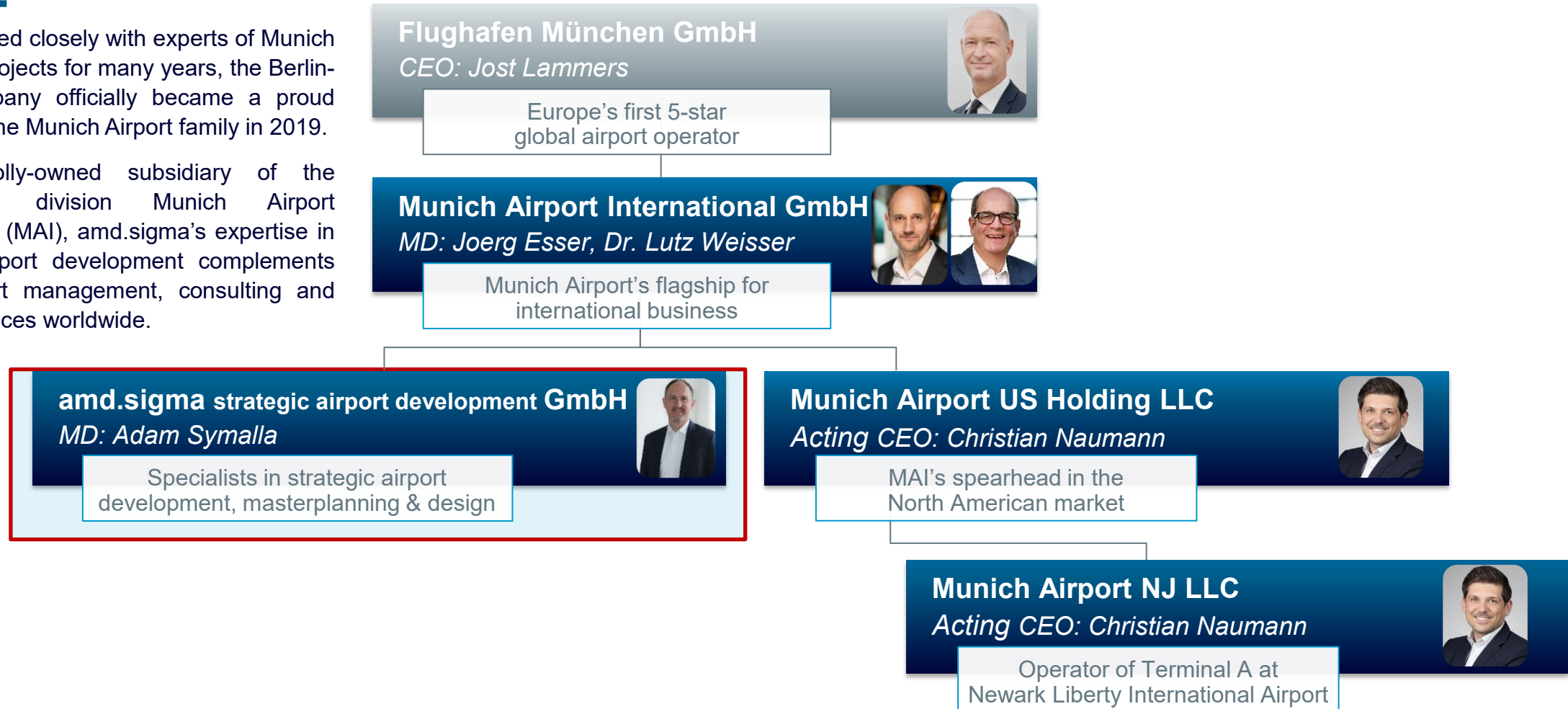
Vision

We believe that clearly structured and flexible development planning is the key to successful long-term airport infrastructure

GROUP STRUCTURE

Having worked closely with experts of Munich Airport on projects for many years, the Berlin-based company officially became a proud member of the Munich Airport family in 2019.

As a wholly-owned subsidiary of the international division Munich Airport International (MAI), amd.sigma's expertise in strategic airport development complements MAI's airport management, consulting and training services worldwide.



OUR CONSULTING SERVICE WORLDWIDE

AIRPORT DEVELOPMENT AND MASTER PLANNING



- Capacity analysis and estimation;
- Master planning;
- Supporting clients with the planning permission process;
- Development studies & comparison of alternative planning approaches.

STRATEGIC CONSULTING & AIRPORT PROJECT MANAGEMENT



- PMO (project management office)
- Program management
- Budgeting and scheduling
- Decision management
- Management of tendering procedures
- User requirements

PROJECT DEVELOPMENT FOR AIRPORT BUILDINGS



- Analysis of project parameters;
- Analysing and understanding user requirements;
- Planning the layouts and comparing alternative options;
- Cost estimates and scheduling

AIRPORT CITY



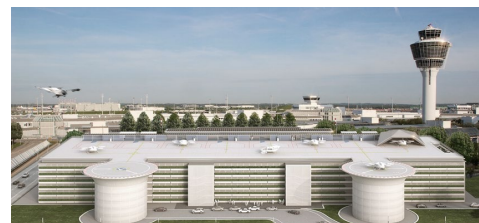
- Strategic location & connectivity
- Economic & commercial growth assessment
- Integrated urban planning
- Sustainability & innovation

MASTERPLAN & PROJECT DEVELOPMENT FOR CARGO



- Market demand forecast
- Fleet and flight activity forecast (fleet mix, type/frequency of op.)
- Capacity demand
- Handling concepts

ADVANCED AIR MOBILITY – VERTIPORT PLANNING



- Vertiport infrastructure design: concept & architecture
- Vertiport certification (operating permit)
- Vertiport building permit

ONE TEAM APPROACH

Developing sustainable, long-term airport master plans is a core area of expertise of amd.sigma.

For this project, we have established an integrated “one team” approach, combining amd.sigma’s international airport planning expertise with the specialized environmental know-how of **Ensphere** and the local knowledge of our Moldovan partner, **S.C. Gorgona S.R.L.** This collaboration brings together complementary strengths:

Having successfully collaborated with Ensphere on multiple international projects, and being supported locally by Gorgona, we ensure a well-coordinated, high-quality, and context-sensitive delivery tailored to the specific requirements of Chişinău International Airport and Mărculeşti International Airport.

amd.sigma - Overall project leadership and airport master planning

strategic airport development

ARCHITECTURE & DESIGN
GORGONA



ensphere - Environmental expertise and sustainability integration

- Local expertise and compliance with national regulations

ONE TEAM

ENVIRONMENTAL STUDIES - ENSPHERE



Established in 2015, ensphere is a specialist sustainability consultancy providing Environmental & Social and Climate Change advisory support to multilaterals and development banks, institutional investors, infrastructure and private equity funds. We offer advisory services within the context of transaction structuring, financing, asset management, and client internal practices in relation to ESG matters, for a wide variety of sectors, including the aviation sector.

Our key point of differentiation in the field lies in providing our clients with focused, dedicated and commercial advice, which is delivered by **senior level experts**, with demonstrable track record and recognized excellence in the E&S and climate change due diligence fields. This approach has been valued by many and resulted in strong client relationships, generating high volumes of repeat business.

Our Expertise

We have **in-house E&S experts with over 20 years' experience** that combined have successfully delivered **over 70 aviation projects** worldwide and multitude of infrastructure projects. As a result, we have developed a wealth of experience that spans from LTA roles, concessions, PPPs, privatizations, buy and sell-side, refinancing to project finance (including advice on availability of green finance for certain airport projects).

ensphere's expertise lies in using our extensive knowledge of the sector to identify material issues and advising how best to mitigate these issues within the context of a project and its clients' aspirations.

North America

US, Canada and Mexico

Central America & Caribbean

Guatemala, Costa Rica, Honduras, El Salvador, Nicaragua, Puerto Rico, Barbados, Turks & Caicos

Europe

Entire EU, Switzerland, UK, Norway, Turkey, Albania and Serbia.

South America

Colombia, Peru, China, Argentina, Brazil and Ecuador.

Asia

China, India, Pakistan, Thailand, Philippines, Indonesia, Bangladesh

Africa

South Africa, Kenya, Djibouti

CIS

Russia, Belarus, Uzbekistan, Kazakhstan, Kyrgyzstan, Georgia,



Infrastructure
Worldwide
Experience

ENVIRONMENTAL STUDIES - ENSPHERE



WHY ENSPHERE?



LOCAL PARTNER – GORGONA

PROFILE :

GORGONA Architecture and Design is presenting itself with projects, which trace the intricate path of architecture, but which inspires to perseverance, quest and new visions, a practice where each project is a new challenge.

Founded in 2006 by Vladimir PRODAN and Eugeniu PRODAN, a father and son partnership of architects. Vladimir PRODAN - a former architect with experience at McDonald's Company as a construction supervisor (Romania, Moldova, Ukraine) and Eugeniu a graduate architect from Istanbul Technical University, Turkey.

After its establishment GORGONA team provided architectural and design services and participated in many national and international competitions, gaining local and international recognition.

Important projects with international exposure for GORGONA were the winning designs for the national pavilion of Moldova for Expo 2015 in Milan, Italy and for the national pavilion of Moldova for Expo 2010 in Shanghai, China. In Italy, at Expo 2015 in Milan, Moldova had for the first time its own pavilion. By the end of the expo, over 23 million guests visited the expo in Milan and over 73 million people had visited Shanghai, a record attendance and 246 countries and international organizations had participated. In both cases Moldovan pavilion was visited and appreciated by over 1 to 1,6 million visitors.

Among the selected projects of GORGONA Architecture and Design Company are Jaguar Land Rover Showroom, Anton Pann 1 office building, Testimiteanu University Auditoriums, Turkish Embassy, MAIB Bank branches, "Patria Loteanu" cinema, "Grand Hall" shopping center, Port of Giurgiulesti, Extension of Medpark International Hospital, Heritage School new block addition.

KEY EXPERIENCE:

- since 2006, delivering projects with a team of 30 talented and dedicated professionals (including 7 permanent and 23 outsourced staff)

KEY EXPERTISE:

- delivering complex, large scale projects locally and important projects for Moldova internationally
- Coordinating large local projects teams
- vast network of local experts and good network of international experts
- experience in adapting into a multicultural and multilingual environment Result oriented
- practical experience in dealing with diverse central public authorities (CPAs) and local public authorities (LPAs) and local specificities
- Excellent communication, leadership and negotiation skills
- client-orientation, working very closely with client and client representatives, tailoring their projects individually

KEY PERSONNEL:

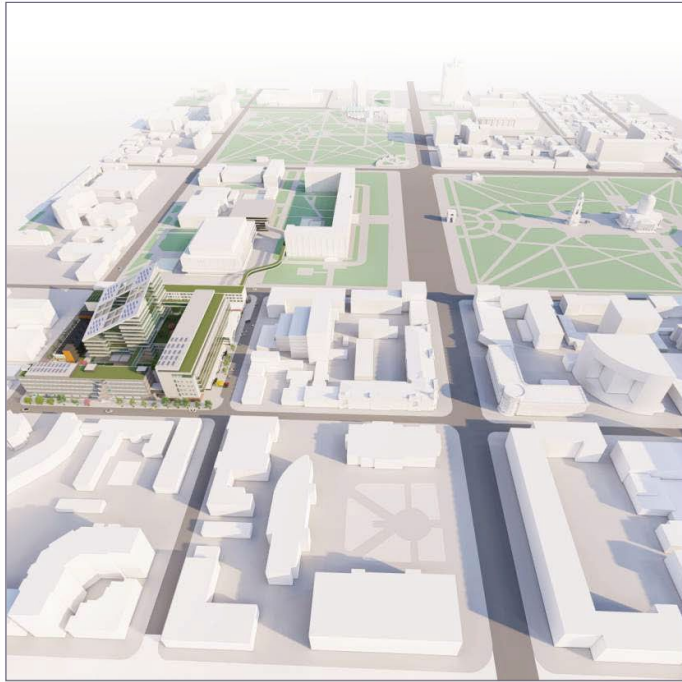
- local office in Moldova
- leadership with strong local experience in most important regions of Moldova
- qualified, multilingual technical staff and team members

KEY INPUT:

- coordinating the disciplines
- coordinating the local experts
- link between local delivery team and international experts
- providing advice on local regulatory framework
- involvement into supervision works
- ensuring timely assignments delivery
- managing project progress and coordination of local teams, appointments, presentations, and information flow

LOCAL PARTNER – GORGONA

ARCHITECTURE & DESIGN
GORGONA



Consultancy to Perform Studies and Services Related to the Construction of a New Regional Hospital in Cahul, Republic of Moldova

Regional Hospital Cahul 2025



Governmental Green District 2022

Revitalization of the neighborhood bounded by A. Puşkin St., V. Pîrcălab St., V. Mică St., and 31 August 1989 St.



Ungheni Agri-Food Market 2025

Construction of a regional agri-food hall, including site development and utility networks, located in Ungheni Municipality, Central District, Decebal St.

LOCAL PARTNER – GORGONA

ARCHITECTURE & DESIGN
GORGONA



**Chisinau Airport
New Terminal**

Type of Building: passenger terminal
Scope of Service: competition
GFA: 60000m2
Construction Period: 2018-2019
Client type: Private
Client: Avia Invest



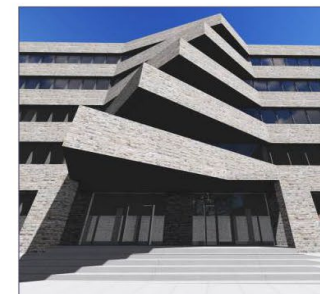
**Medpark 2
International Hospital**

Type of Building: hospital
Scope of Service: concept-completion
GFA: 10000m2
Period: 2019-2023
Client type: Private
Client: Health Forever International



**Public Property
Agency**

Type of Building: office
Scope of Service: concept-completion
GFA: 5.500m2
Construction Period: 2019-ongoing
Client type: Governmental
Client: APP



PROJECT UNDERSTANDING & SCOPE

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PROJECT UNDERSTANDING

Chişinău International Airport “Eugen Doga” (RMO), the primary international aviation gateway of the Republic of Moldova, intends to engage a qualified consulting firm to prepare a Master Plan Study to support its medium- and long-term development over the next 15 years, up to 2040.

In recent years, the airport has experienced sustained growth in passenger traffic and air connectivity, reinforcing its role in national connectivity and economic development. As Moldova’s main gateway, this growth is placing increasing pressure on existing airside, terminal, landside, and support infrastructure, while also creating the need for a coordinated approach to future passenger, cargo, and mail development.

The scope of the assignment also includes Mărculeşti International Airport, for which Chişinău International Airport has been appointed general investor in accordance with Law No. 232 of 10.07.2025. The study therefore requires an integrated planning approach, considering the future interaction, development potential, and strategic positioning of both airports within the national and regional aviation and logistics network.

The Master Plan is intended to provide a structured framework for assessing current conditions, forecasting future demand, identifying capacity requirements and development priorities, and defining coordinated, sustainable, and implementable development concepts in line with applicable regulations and broader economic, environmental, and social considerations.



Project Objectives

- Assess the technical condition, operational performance and capacity of existing facilities, both primary and secondary facilities
- Prepare a Capacity and Demand Analysis and identify capacity gaps and operational constraints at key primary facilities
- Propose a phased Airport Development Concept
- Prepare a Land-Use Concept
- Propose a Sustainability Strategy (net-zero goals)
- Develop a Phased Investment Program and CAPEX
- Conduct stakeholder meetings and public consultations, as needed

AIRPORT MASTER PLANNING METHODOLOGY & APPROACH

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OUR MASTERPLAN APPROACH – KEY PRINCIPLES

Structured

Close stakeholder management from the beginning with documentation of decisions after each project milestone

Integral

Not just an infrastructure plan, but a master plan that follows an integrated approach and involves key internal and external stakeholders in the decision-making process

Phased

The master plan sets out the orientation of the airport and 3 development phases 2025-2030, 2031-2035, 2036-2040.

Future-proof

It is intended to take into account sustainable trends and forms of digitalisation and forms of mobility as well as changing passenger behaviour.

Flexible

Modular and flexible design with definition of predetermined breaking points

Balanced

A balanced master plan between commercial, technical and quality elements

Passenger-driven

Master plan from the point of view of an end-to-end journey in the sense of a seamless passenger experience

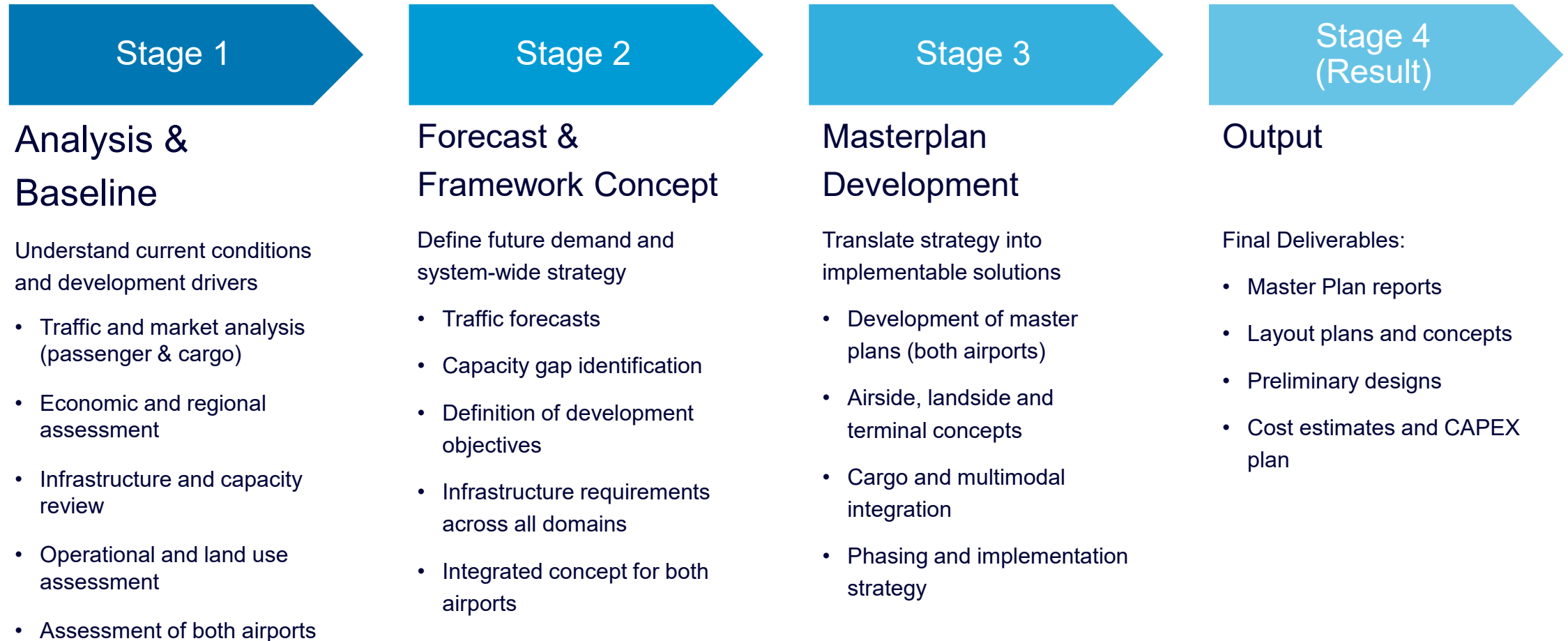
Operation Oriented

Ensuring that our planning and the subsequent phased master plan functions in day-to-day operations, even in transition phases

Sustainable planning

Embedding sustainable principles in all planning we do, with thorough synchronization and harmonization with Net Zero goals

FRAMEWORK CONCEPT FOR BOTH AIRPORTS

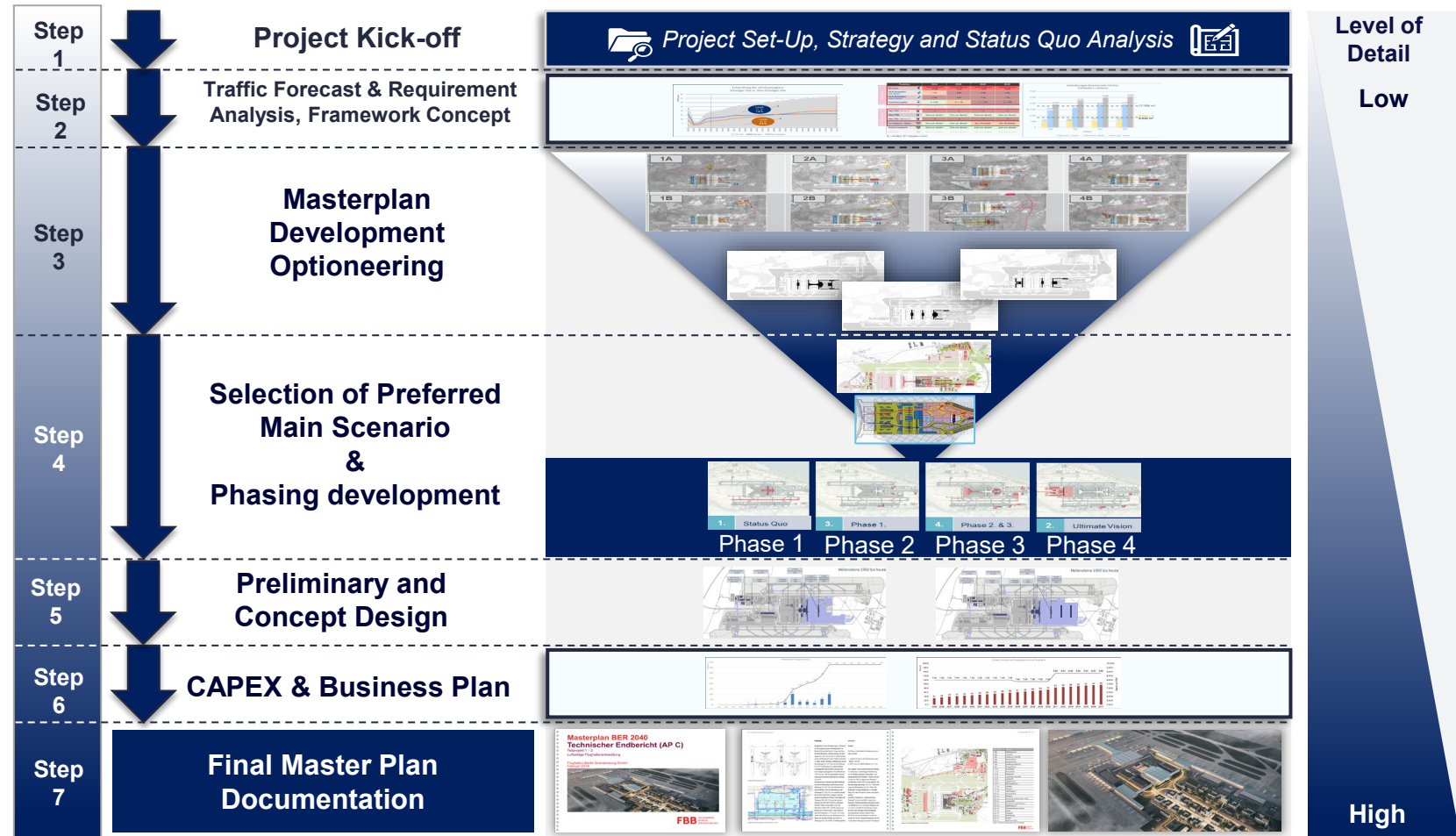


MASTERPLANNING APPROACH

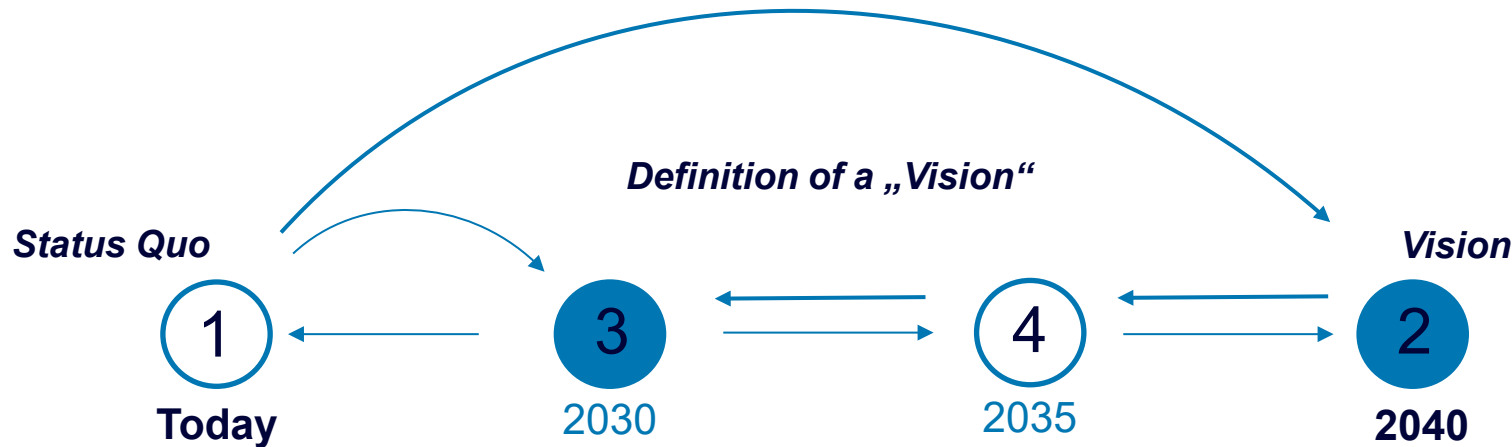
The development of a Masterplan is an **iterative, integrated and interdisciplinary process**. Stakeholders with various disciplines and objectives come to one table and work collaboratively on a common solution.

- With our **tested methodology** we provide Master Plans supporting our clients in decision making for **future proof airport development**
- Our **approach** ensures a development that is **sustainable** and does not block future expansion by defining the final layout first and then **phasing the development** along the demand resulting from the traffic forecast
- **CAPEX indication** for every phase inform the Client's **business plan** to ensure a stable and balanced investment
- Final to the Project, our clients are provided with a comprehensive **Master Plan Report** including all information the agreed solution was based to obtain **approval** from **shareholders and authorities, if needed.**

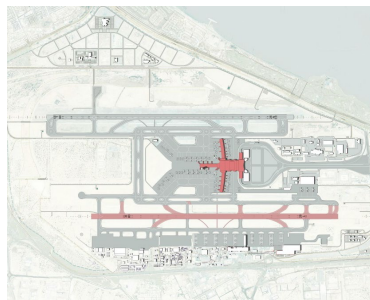
From Airport Strategy to CAPEX



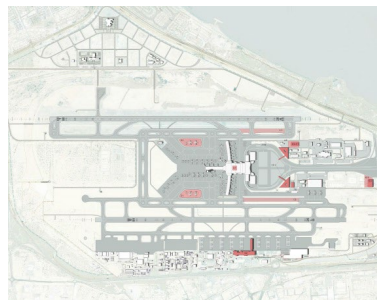
FROM THE VISION TO A PHASED MASTERPLAN



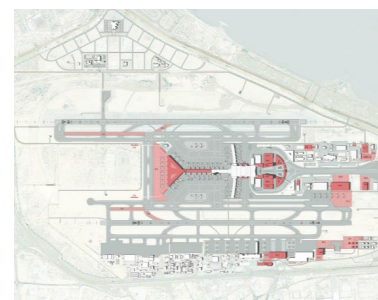
- Our approach starts with a “Status Quo” analysis, examining existing conditions against current traffic numbers and determining where improvements should be made.
- The development of a requirement-based vision then begins.
- This vision depicts the long-term development and its measures to achieve the required capacitive and qualitative goal.
- Once this target vision has been adopted, the back-phasing development of the vision begins.
- This makes it possible to secure and schedule coordinated development steps towards the vision without losing sight of the long-term goal.
- Once a phasing strategy has been agreed with the client, the year-on-year development of a CAPEX program can begin.



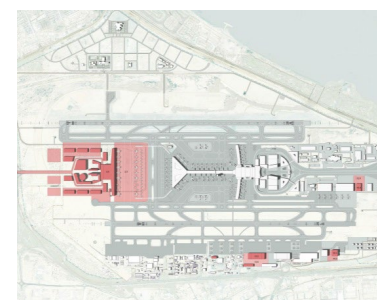
1. Status Quo



3. Phase 1.



4. Phase 2.



2. Phase 3 = Vision

PROJECT PRINCIPLES & METHODOLOGY

Strategic Objectives & 7-Step Master planning Approach

As Chişinău International Airport “Eugen Doga” and Mărculeşti International Airport continues to evolve within a unified national aviation platform, a clear strategic direction is required to:

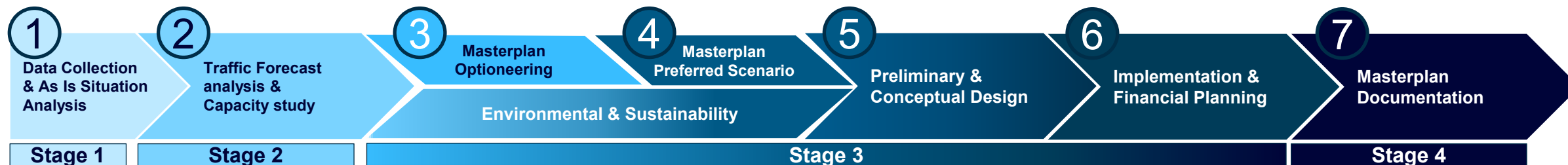
- Enable enhanced connectivity and integrated operational efficiency across the national network.
- Optimize and prepare infrastructure in line with projected traffic growth and hub development objectives.
- Assess financial implications at both airports and system level.
- Balance environmental considerations with anticipated traffic increase.

To achieve these objectives, we propose a proven seven-step master planning approach aligned with industry standards and applied across numerous airport projects. The methodology will be delivered through two interlinked Masterplans forming a unified national transport hub strategy, each structured in three defined stages to enhance oversight and integration while incorporating national economic, passenger, and cargo forecasts.

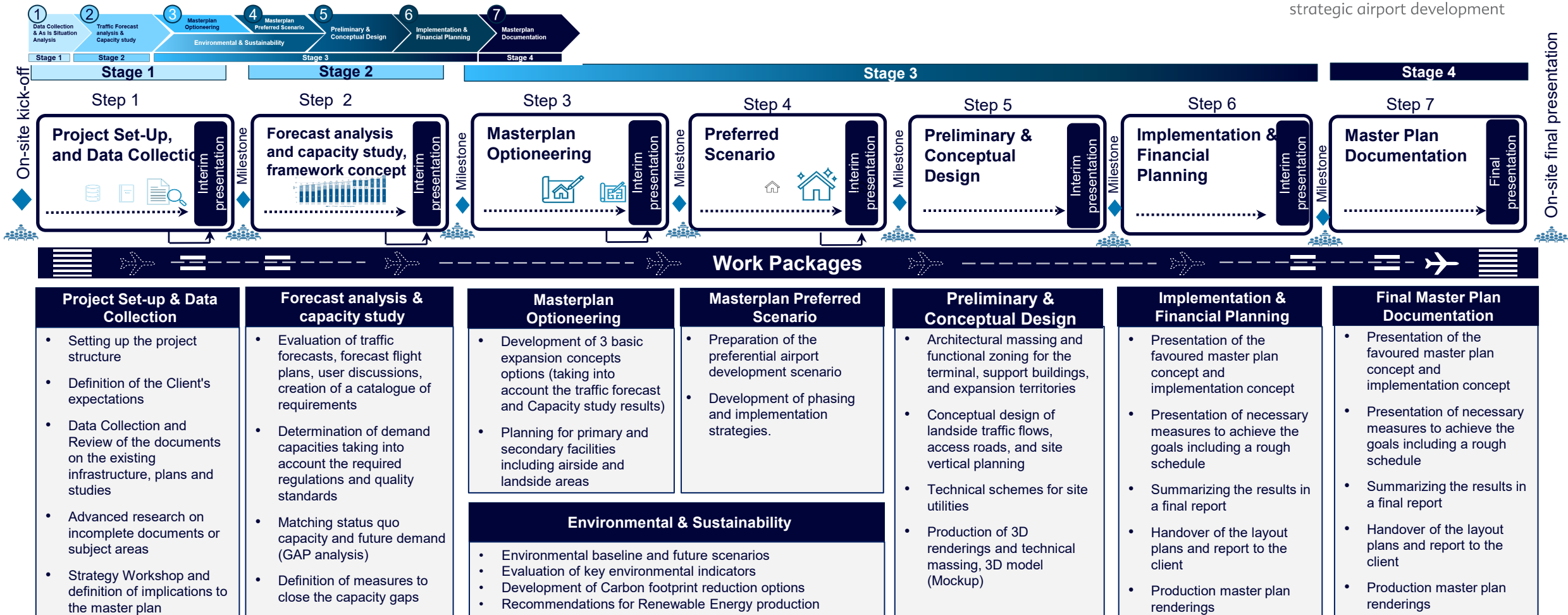
Master Plan Components

Our key components to a successful Masterplan are:

- Air traffic forecast based on market and regional data across the unified national airport network.
- Status quo assessment comprising inventory overview of infrastructure and operations, and estimation of future facility requirements based on the traffic forecast.
- Strategic planning of airside, terminal and landside infrastructure, from optioneering to preferred concept, including phased development strategies and integrated hub coordination.
- Regional economic and transport analysis (Moldova, Ukraine, Romania).
- Considerations to environmental & sustainability factors.
- Financial assessments suitable for Master planning, including staged investment planning.
- SWOT and competitive benchmarking



MASTER PLANNING 7 – STEP APPROACH



STEP 1: PROJECT SET-UP & DATA COLLECTION



Scope and key activities

The process begins with a kick-off meeting and site visit, intended to introduce the project team, assess the current conditions at *Chişinău International Airport “Eugen Doga”* and *Mărculeşti International Airport*, to define the primary objectives of the Airport Master Plans. This initial step also establishes project governance and confirms the project schedule and overall approach.

Step 1 includes:

- Execution of a site visit at Chişinău International Airport “Eugen Doga” and Mărculeşti International Airport facilities.
- Discussions with key stakeholders - amd.sigma can propose a list of stakeholders to be involved, but final coordination to be jointly undertaken. This list could include Airlines, ATC, Ground- and Cargo-Operators, Government Officials, etc.
- Collection and suitability review of existing plans, strategies, drawings, layouts, business plan, investment and maintenance program for the following elements:
 - Land (availability, Existing land-use plans)
 - Airside (runway, taxiways, apron, ground handling, fire-rescue)
 - Terminals (passenger, cargo)
 - Landside (access and internal roads, parking, public transport, Airport City);
 - General aviation
 - Fuel farm
 - Navigational aids
 - Airport maintenance
 - GSE
 - MRO
 - Airport infrastructure (power, water, etc.)
 - Security fences and access control
 - ATC tower
 - Environmental performance of current airport

We assume all current documents will be provided by the client at the start of our work, as far as possible in digital form.

Deliverables

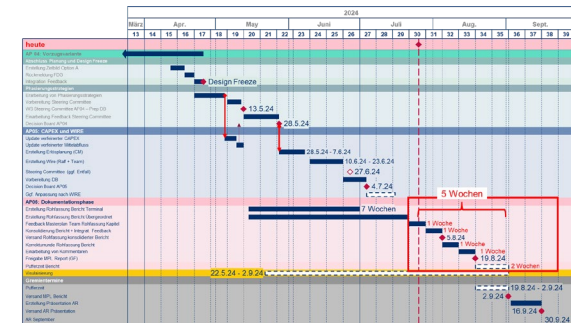
- Kick-Off Meeting organized, executed and documented
- Project team familiarized with the airport area
- Established project team structure between Airport and amd.sigma
- Data Collection and Status Quo Report

Corresponding Scope Items

- Understanding of current situation
- Airport Inventory Report
- Regional economic and transport analysis
- SWOT and competitive benchmarking

Deliverables Examples

Example Project Schedule



Example Input Data Tracking List

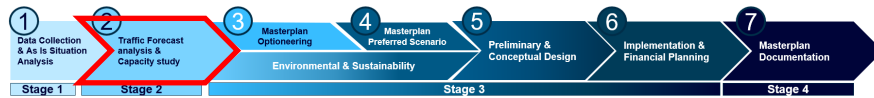
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Liste Eingangsdaten DUS MPL 2045
Rev 01 - 02.08.2023

Nr.	Datensatz	Daten	Status	Kommentar
1.	PMO			
a.	Gemeinsamkalender	• Mail 14.07.2023	Erhalten (received)	
b.	Eingangsdatenliste	• Projektbezogene Masterplan 2020-2045 • Audiomatisch gespeichert	Klärung (clarification)	Doppelbestellung Masterplan 2020-2045 Automatisch reuechsch@amd.sigma
c.	DUS Organigramme	• 02-01-01 Flughafen Düsseldorf GmbH • 02-01-02 Corporate Kommunikation • 02-01-04 Corporate Legal • 02-01-05 Aviation • 02-01-07 Infrastruktur • 02-01-08 Bodenverkehrs Bereich • 02-01-09 Zentrale Einkauf • 02-01-10 IT • 02-01-11 Revision • 02-01-12 Human Resources • 02-01-13 Arbeitssicherheit	Erhalten (received)	
d.				
2.	Traffic Forecast			
a.	Historische Verkehrsdaten (z. B. letzte 10 Jahre) mit Aufschlüsselung nach Zielort, Flugzeugtyp, Fluggesellschaft	• 2014_Flughausbewertung Masterplan • 2015_Flughausbewertung Masterplan • 2016_Flughausbewertung Masterplan • 2017_Flughausbewertung Masterplan • 2018_Flughausbewertung Masterplan • 2019_Flughausbewertung Masterplan	Erhalten (received)	Flughäuser: ab 2014

230804_DUS_MPL_Tracking_Eingangsdaten

STEP 2.1 : TRAFFIC FORECAST ANALYSIS



Scope and key activities

To ensure a robust capacity and demand assessment supporting the long-term development of Moldova's unified transport hub strategy, a comprehensive traffic forecast will be conducted for both airports, analyzed both individually and at network level. This approach enables not only full operational integration and system-wide optimization, but also the definition of a clear two-airport system strategy, with Chişinău Airport positioned as the primary passenger and cargo hub, and Mărculeşti Airport as a complementary facility focused on cargo, overflow capacity, and long-term expansion potential.

Passenger and cargo demand will be projected over a minimum 15-year planning horizon under three scenarios (pessimistic, baseline, and optimistic) incorporating macroeconomic indicators, regional market trends, competitive positioning, regulatory developments, and geopolitical factors influencing Moldova's integration with the EU and neighboring markets.

The forecast will define annual passengers, aircraft movements cargo volumes and peak-hours (passenger and movements) to be used as basis for phased development requirements forming the quantitative foundation for infrastructure planning, financial modelling, and coordinated strategic decision-making across the unified airport platform.

amd.sigma will develop an independent traffic forecast for both Chişinău International Airport and Mărculeşti International Airport. Existing forecasts provided by the Client will be reviewed, validated, and benchmarked against market data and industry trends, and incorporated where appropriate.

Deliverables

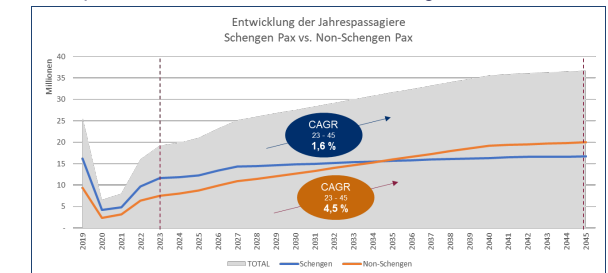
- Air Traffic Forecast Report

Corresponding Scope Items

- Air traffic demand forecast
- Market assessment

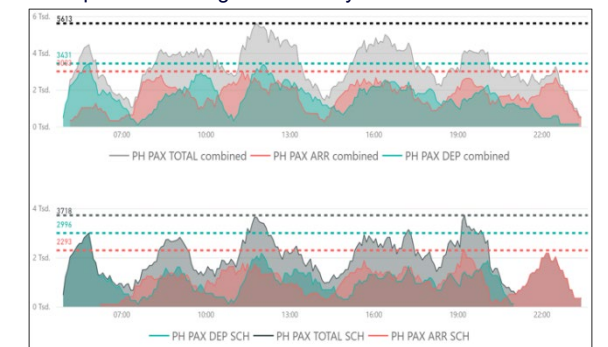
Deliverables Examples

Example Traffic Forecast, Annual Passengers

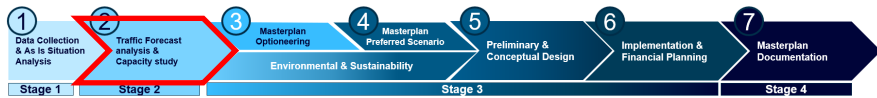


Schengen / Non Schengen / PAX	2010	2015	2020	2025	2030	2035	2040	2045
Schengen	10,147,221	4,215,522	4,821,712	9,715,551	11,889,097	11,818,791	12,218,101	14,824,898
Non-Schengen	9,292,188	2,280,189	3,137,915	6,200,365	7,333,451	8,542,311	9,714,158	15,911,918
TOTAL	19,439,409	6,495,711	7,959,627	15,915,916	19,222,548	20,361,102	21,932,259	30,736,816

Example Historic Flight Plan Analysis



STEP 2.2: CAPACITY ANALYSIS



Scope and key activities

In order to identify current and future bottle necks a static EXCEL and Power BI supported capacity analysis based on IATA ADRM will be conducted that compares the status quo capacity with the traffic forecast results done previously. Terminal, airside and landside infrastructure will be analysed and a static capacity model for airfield and terminal capacity will be developed.

The main tasks for Step 2.2 are:

- Based on the initial site visit and stakeholder discussions, amd.sigma will assess the performance and capacity of existing facilities, both primary and secondary, (including airside and landside areas) for the forecast period including but not limited to:
 - Passenger terminal, Cargo Terminal, VIP terminal
 - Airfield (including Runway, Taxiway system and apron)
 - Aircraft Maintenance & Hangars, Airline Administration Offices, GSE Maintenance, Aircraft Fuelling (tanks and distribution system), Catering, Aircraft De-icing Facilities (storage tanks, ramp area, etc.), Airport Maintenance Facilities (buildings, ramp, offices, etc.), Aircraft Rescue and Firefighting Stations (ARFF), Police/Security, Security Checkpoint Areas, Fuel Stations (gas, diesel, propane, CNG, etc.), On-Airport Commercial Land Use.
- With the peak-hour results from the traffic forecast and the analysis that will be carried out in Step 2.1, amd.sigma will prepare a Capacity/Demand Analysis
- Based on the two previous items, amd.sigma will Identify capacity Gaps and Operational Constraints at key primary facilities including any bottlenecks or constraints that may impact the airports' ability to handle passenger traffic effectively. The capacity analysis include also a high-level assessment of the capacity / demand of secondary facilities

Deliverables

- Summary of capacity analysis, including existing capacity, gaps and future facility requirements for terminal, airside and landside infrastructure

Corresponding Scope Deliverables

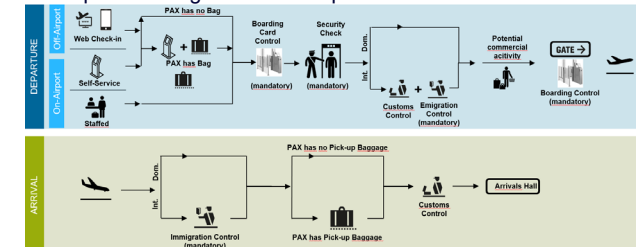
- Capacity/Demand Analysis and future requirements Report
- Terminal capacity and future terminal needs, if any
- Level of Service as per IATA ADRM
- Passenger flow optimization

Deliverables Examples

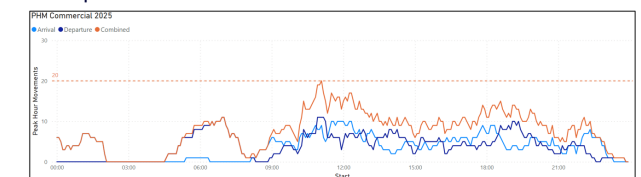
Example Commercial Area Programme

Commercial Area Benchmarking		by	2025	2030	2035	2040	2045	2050	2055
	BENCHMARK	MAP	7,7	10,2	12,5	14,8	16,9	18,0	19,0
DF	Duty free	350m ² /MAP	m ² 2.695	3.570	4.375	5.180	5.915	6.300	6.650
FB	F&B	400m ² /MAP	m ² 3.080	4.080	5.000	5.920	6.760	7.200	7.600
SR	Special Retail	450m ² /MAP	m ² 3.465	4.590	5.625	6.660	7.605	8.100	8.550
A	Total Commercial Area	1200m²/MAP	m² 9.240	12.240	15.000	17.760	20.280	21.600	22.800
CL	Commercial Landside	30% of Comm.	m ² 2.772	3.672	4.500	5.328	6.084	6.480	6.840
CA	Commercial Airside	70% of Comm.	m ² 6.468	8.568	10.500	12.432	14.196	15.120	15.960
A	Total Commercial Area	1200m²/MAP	m² 9.240	12.240	15.000	17.760	20.280	21.600	22.800

Example Passenger Flow Principles



Example Commercial Aircraft Peak Hour Movements



STEP 3: MASTERPLAN OPTIONEERING



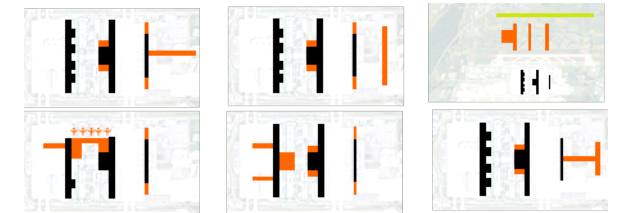
Scope and key activities

Based on the traffic forecast results and capacity gap analysis, identified facility requirements — aligned with the national hub strategy and stakeholder needs — will be translated into spatial development concepts. Three development alternatives, reflecting the optimistic, baseline, and pessimistic scenarios, will be prepared to determine the most robust long-term solution for meeting infrastructure needs throughout the planning horizon.

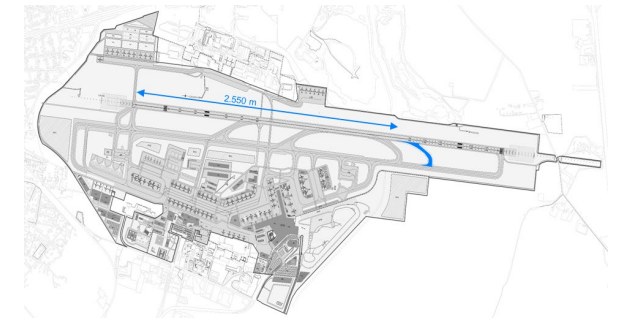
Key activities in this step include:

- Development of three holistic airport concepts for the final Masterplan stage, addressing capacity, operational efficiency, phased growth, airspace integration, land use potential, emerging technologies, financial aspects and long-term sustainability.
- Assessment of the existing airfield layout to identify bottlenecks and operational inefficiencies, including evaluation of demand-driven requirements for parallel taxiways and Rapid Exit Taxiways (RETs), with optimal positioning to reduce runway occupancy time and enhance performance.
- Phased development of the airside layout including runway, taxiway, and apron systems, in full compliance with ICAO standards and aligned with a sustainable air navigation framework.
- Exploration of terminal configuration options and expansion strategies based on projected passenger demand and airline operational requirements, optimizing passenger flows and processing through automation and technology integration.
- Integration of dual-airport system strategy.

Deliverables Examples



Example optioneering detail



Example RET placement

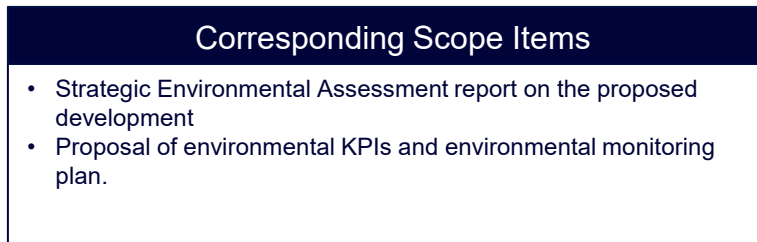
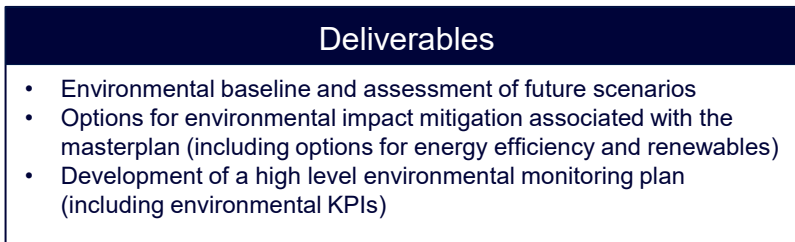
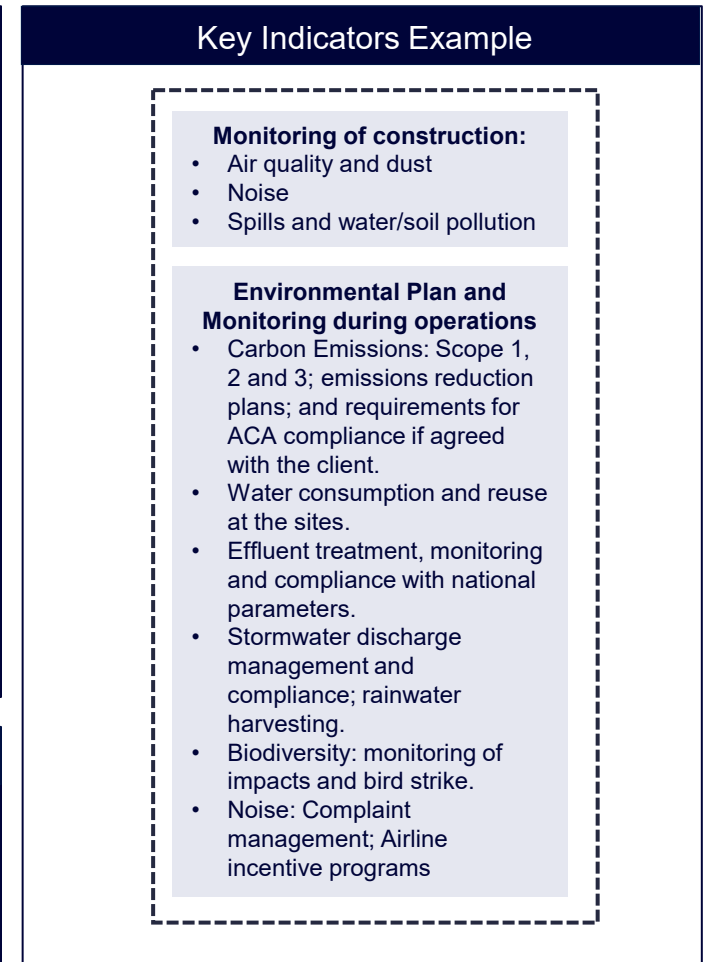
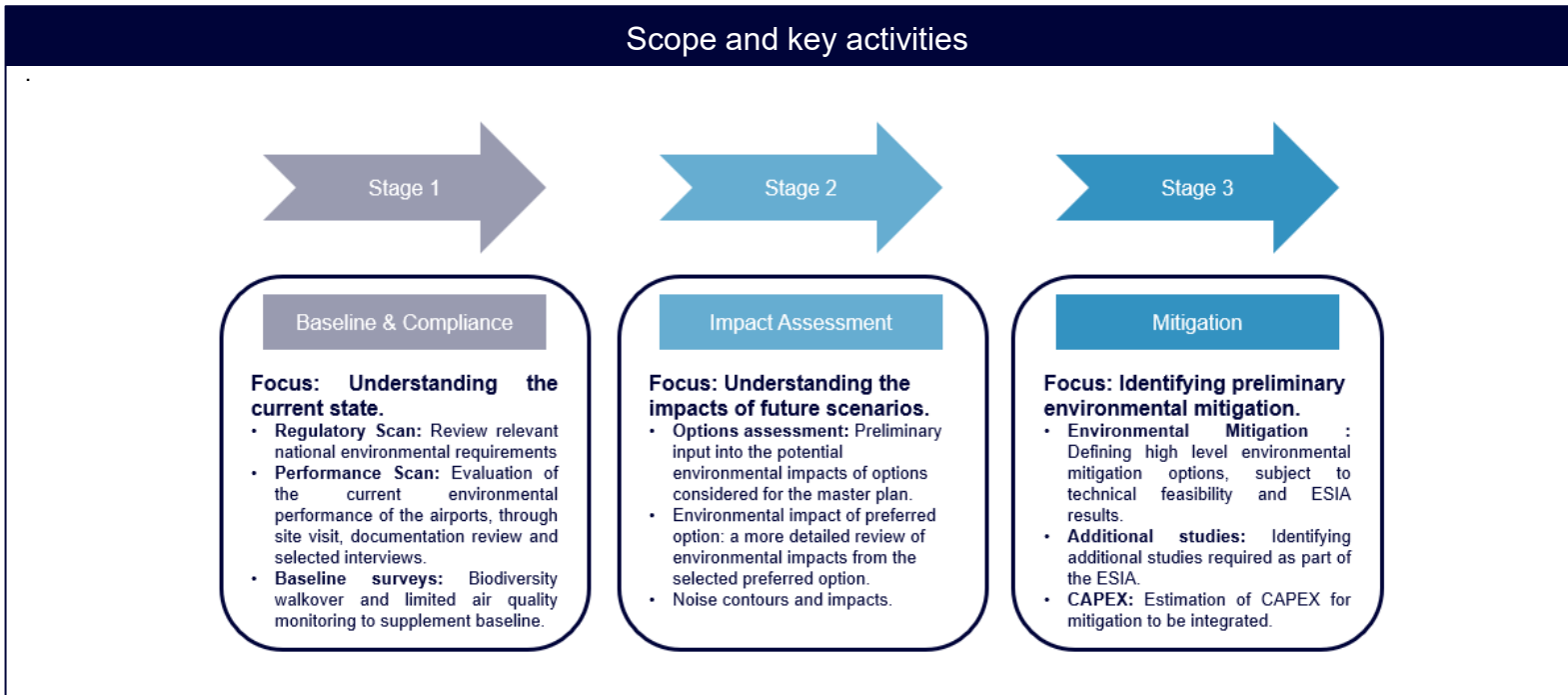
Deliverables

- Layout plans showing high-level development options
- Supporting evidence / narrative for such options

Corresponding Scope Items

- Airport Development Options Report
- Preferred Development Plan

STEP 3.1: ENVIRONMENTAL Baseline & Future Scenarios



STEP 3.1: ENVIRONMENTAL & SUSTAINABILITY



Scope and key activities

The environmental study will aim to identify significant potential impacts, constraints and environmental permits associated with the proposed masterplan (but will not constitute a full EIA). The environmental scope will be conducted in parallel with the wider master planning, and will include:

Review of environmental setting, conditions and compliance by conducting:

- 1. Desktop review:** review of data provided and publicly available, followed by the identification of key risks and significant data gaps
- 2. Site visit:** a high level site visit to visually inspect the performance based on the desktop review of information
- 3. Stakeholder mapping and preliminary engagement:** key stakeholders' engagement (including communities, authorities, etc.) to better understand environmental risks. Engagement will take place at the same time as the site visit
- 4. Baseline:** visual biodiversity walkover, limited air quality monitoring to complement the baseline and noise contours

Preliminary study of environmental impacts of the proposed development scenarios & selection of preferred scenario

- 1. Preliminary risk identification and study of key environmental impacts** from all scenarios (see environmental topics on the right)
- 2. A series of workshops with the technical experts and client** to identify and agree the key solutions to be assessed
- 3. Environmental input** into the Identification of the preferred development scenario
- 4. Preliminary outline of possible mitigation options** for those significant impacts identified, including preliminary CAPEX and OPEX
- 5. Identification of future environmental studies needed**, for areas that should be analyzed in more detail, and which should form part of the subsequent ESIA.

Strategic Environmental Assessment, based on the above identified risks and mitigation alternatives.

Deliverables

- Environmental baseline and assessment of future scenarios
- Options for environmental impact mitigation associated with the masterplan (including options for energy efficiency and renewables)
- Development of a high level environmental monitoring plan (including environmental KPIs)

Corresponding Scope Items

- Identification of environmental risks associated with the masterplan
- Identification of potential mitigation options
- Identification of potential energy efficiency and renewable options
- Proposal of environmental KPIs and environmental monitoring plan.

Deliverables (Example)

The report's content is an environmental baseline and assessment of contaminated land and ecology. It is a high-level summary of the baseline information gathered for the project. The baseline information is presented in a structured manner, covering the following areas:

- Contaminated Land:** This section provides a detailed overview of the site's contamination status, including a list of identified contaminants and their concentrations. It also discusses the potential risks to human health and the environment.
- Ecology and Biodiversity:** This section describes the site's ecological features, including the presence of protected species and habitats. It also identifies any potential impacts on the environment and proposes mitigation measures.

The report is a key deliverable of the environmental study, providing a clear and concise summary of the site's environmental baseline. It is a valuable tool for decision-makers and stakeholders, helping them to understand the potential impacts of the proposed development and to develop effective mitigation strategies.

STEP 4: MASTERPLAN PREFERRED SCENARIO



Scope and key activities

Following the development of the conceptual options, the next step is the identification of the preferred development scenario. This will be undertaken through a structured evaluation workshop in which each option is assessed against defined criteria, including capital expenditure and development scale, passenger experience, strategic alignment with the unified hub vision, operational efficiency, flexibility, and environmental performance.

An evaluation matrix using a red, amber and green assessment methodology will support a transparent and jointly agreed selection process. Alternative options will be documented for reference and retained for potential future reconsideration.

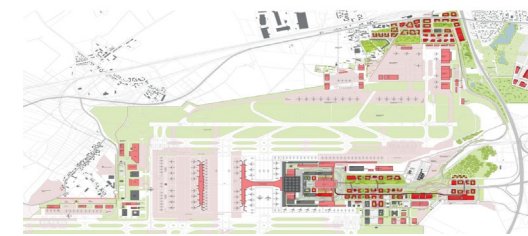
Once the preferred scenario has been selected, it will be further refined and spatially developed using computer-aided design tools, including:

- Preparation of a regulatory airport layout plan, in accordance with ICAO Annex 14, reflecting the final development strategy and ultimate Master Plan configuration.
- Definition of phased development strategies across 5-, 10-, and 15-year horizons, aligned with traffic forecasts and identified facility requirements. Each phase will be developed to a consistent level of detail, clearly identifying new or modified infrastructure while ensuring uninterrupted airport operations.
- Preparation of an implementation plan outlining individual infrastructure projects per phase, key interdependencies, and an indicative high-level delivery schedule, considering planning, design, regulatory approvals, and construction timeframes. All aimed at providing development while not disrupting operations.

Deliverables Examples

Evaluation criteria (example)	Option 1	Option 2	Option 3
Pax experience	Green	Yellow	Red
Capex (high-level)	Yellow	Green	Yellow
Strategic fit	Green	Yellow	Red
Operational feasibility	Red	Yellow	Green
Environmental considerations	Yellow	Green	Red
Phasing / expandability	Green	Yellow	Yellow
Capex (high-level)	Red	Red	Green
Revenue potential	Green	Yellow	Red

Example evaluation



Example detailing of preferred scenario

Deliverables

- Evaluation matrix to support the decision-making towards a preferred scenario
- Detailed layout plan of the preferred scenario and phasing diagrams
- Implementation plan showing clear development steps as well as their individual projects and indicative timings for development

Corresponding Scope Items

- Airport layout plan
- Possible parallel taxiway plan
- Airport zoning and terminal area layout plan
- Phased Airport Development Concept and Land-Use Plan
- Implementation Plan

STEP 4: MASTERPLAN PREFERRED SCENARIO



Scope and key activities

Having identified and detailed the preferred development option, we will then focus on **phasing strategies and an implementation plan**

- From the ultimate airport master plan, develop interim steps for the time horizon of 5, 10 & 15 years, (a total of three phases).
- The scale of development will be aligned with the forecast and the future facility requirements from the Needs Assessment.
- The interim phases will be detailed accordingly to the same level as the ultimate master plan, clearly identifying new or amended infrastructure by phase.
- Phasing will be proposed in a logical manner, with consideration to operational continuity at all times.

From the phasing plans, we will also develop an **implementation plan**.

- The implementation plan clearly identifies individual infrastructure projects to be undertaken with each phase.
- It will highlight infrastructure development dependencies, e.g. when one project can only be done concurrently with another project.
- An indicative, high-level development schedule will be developed, with consideration of typical, non-specific planning, design, local regulatory approvals and construction periods.

Deliverables

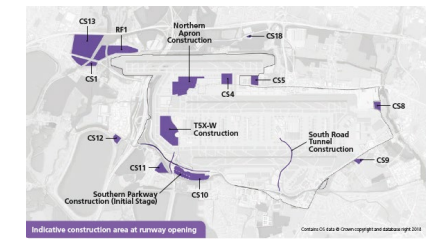
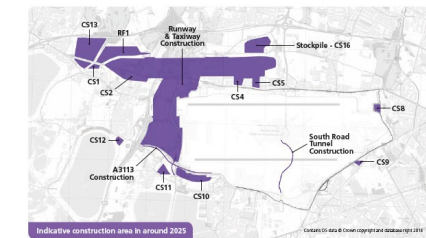
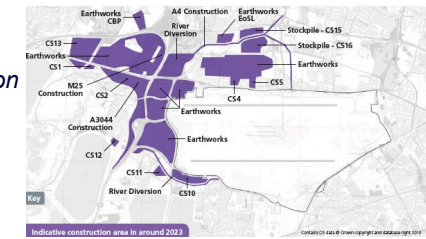
- Phasing diagrams
- Implementation plan showing clear development steps as well as their individual projects and indicative timings for development

Corresponding Scope Items

- Phased Airport Development Concept and Land-Use Plan
- Implementation Plan

Deliverables Examples

Phasing & implementation planning example



STEP 5: Preliminary & Conceptual Design



Scope and key activities

Technical Integration & Regulatory Alignment

Leading the technical process of incorporating international design concepts into the regulatory framework of the Republic of Moldova. Comprehensive auditing and synchronization of all architectural and engineering solutions for strict compliance with National Construction Norms (NCM) and fire safety regulations. Managing the final technical synthesis of project materials to ensure they are fully prepared for subsequent approval and implementation stages.

Architectural Concept & Detailed Massing

Direct development of the architectural identity based on approved functional plans, supported by detailed 3D massing studies and spatial organization of the buildings. Design of the passenger terminal and auxiliary facility facades, with particular attention to local climatic conditions and suitable construction methods, ensuring both aesthetic quality and long-term functional performance. The proposal establishes a coherent visual framework within the airport context, guiding and informing subsequent design stages.

Transport Engineering & Landside Infrastructure

Comprehensive engineering of the landside transport network. Development of detailed geometry for access roads, interchanges, drop-off zones, and parking facilities. Execution of vertical planning (site grading) based on provided topography to ensure effective drainage and establish project elevation marks. Extraction of overall physical quantities (pavement areas, earthworks) for cost assessment.

Deliverables Examples



Deliverables

- Technical Integration & Submission Package
- Conceptual Architectural & Visual Package
- Road Design & Technical Data

Corresponding Scope Items

- National Regulatory & Technical Integration
- Architectural Design
- Transport & Landside Infrastructure

STEP 5: Preliminary & Conceptual Design



Scope and key activities

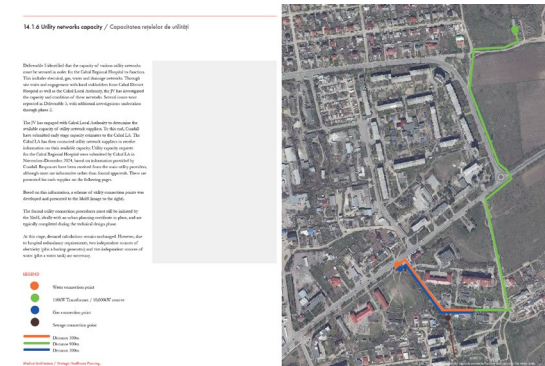
Primary Utility Infrastructure Engineering

Engineering design of external utility corridors and core lifelines based on existing geodetic data. Development of conceptual schemes for water supply, domestic sewerage, and high-voltage electrical power systems. Identification of connection points to municipal and regional grids, calculation of indicative design loads, and engineering of redundancy systems to ensure the operational reliability of critical airport infrastructure.

Physical 3D Airport Models

Two physical three-dimensional terrain models will be produced and delivered — one for Chisinau International Airport and one for Marculesti International Airport. Each model will depict the proposed future development as outlined in the Master Plan, representing key infrastructure elements within the airport boundaries and the adjacent planning area, at a scale of 1:1000 or 1:2000 as appropriate. Models will be equipped with an electric lighting system (up to 36V), fully assembled and installed at the designated location. Scale and level of detail are subject to confirmation by the Client prior to production.

Deliverables Examples



Deliverables

- Infrastructure & Utility Strategy Schemes
- Two physical 3D terrain models (Chisinau and Marculesti airports)

Corresponding Scope Items

- Site Utilities & Infrastructure Strategy
- 3D models

STEP 6: IMPLEMENTATION & FINANCIAL PLANNING



Framework

The Business Plan will be developed as an integrated tool aligned with traffic forecast, facility requirements, development phasing and investment planning. It will combine available data, transparent assumptions and iterative validation across all relevant workstreams.

6.4 Business Plan Framework

- Development of the Report and Assumption Book and the Financial Model as core working tools
- Application of a “Living Document Approach”, starting with available data and complementing data gaps through industry-based assumptions
- Step-by-step refinement of the business plan through structured inputs, stakeholder alignment and iterative validation
- Ensuring consistency, plausibility and alignment across technical, operational, commercial and financial inputs

Business Plan Framework includes:

• Revenue Plan	• Operational Plan	• CAPEX Plan
– Traffic Development	– Organisation and Staff Plan	• Financial Plan
– Airport Charges	– Materials & Services	• High-Level Financial Statements
– Non-Aviation Revenues	– Maintenance	
	– Other OPEX)	

Use of the Model

6.5 Option Testing & Development Support

- Validation and alignment of inputs from commercial, operational, capacity and funding workstreams
- Testing of alternative development options through sensitivity, trade-off and scenario (“what-if”) analyses
- Support to the assessment of airport fee structure, market segments, concession models, operating model and funding approaches
- Provision of best-practice benchmarks and examples where relevant

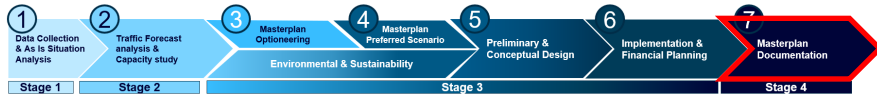
Deliverables

- Business Plan and Assumption Book
- Financial Model
- Scenario and Sensitivity Analysis
- Input Alignment / Validation Note

Corresponding Scope Items

- Business Plan in line with implementation phases
- High-level financial feasibility support
- Evaluation of development options
- Decision support for the preferred scenario

STEP 7: MASTER PLAN DOCUMENTATION



Scope and key activities

Taking the previous steps into consideration, we will close the project by documenting the outcome of all tasks.
Typically, the documentation is split into two main parts:

Finalising drawings

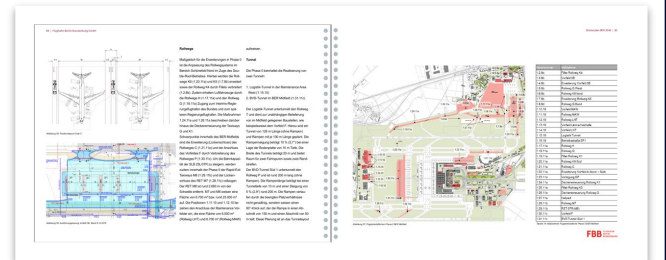
- Final refinement of the airport layout plan.
- Add basic 3D elements to the layout and drawings, with extruded building blocks (examples are shown on the following slides).
- Add appropriate background to the layout, based on satellite imagery or publicly available data.

Final master plan documentation

- Bringing it all together, we will produce a master plan report (in Romanian and English) for each of the airports. This will take the outcome of all tasks in this project and summarise these in a consolidated report.
- The report will also include all drawings and layouts.
- From the consolidated report, we will also develop a summary presentation for stakeholders, which can be presented on-site.
- physical model of the future airport incorporating the maximum possible number of infrastructure elements.

Deliverables Examples

Example Masterplan Report



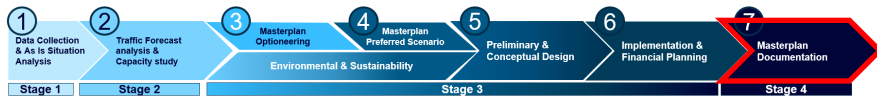
Deliverables

- Final Master Plan report & drawings
- Development of preliminary design materials
- Delivery of physical and digital outputs

Corresponding Scope Items

Traffic forecasts, situation analysis, system capacity, demand / GAP analysis, application of new technologies and benefit analysis, design options analysis, financial assessment, economic, social and environmental analysis, capital development program, development drawings in phases (2D and 3D), implementation strategy

STEP 7: MASTER PLAN DOCUMENTATION (Examples)



Terminalnutzungskonzept CGN 2030
Abschlussbericht

Köln Bonn Airport
Draft Version - 10.05.2019

Köln Bonn Airport

Masterplan BER 2040
Technischer Endbericht (AP C)
Teilprojekt 1 – 2
Luftseitige Flughafenentwicklung

Flughafen Berlin Brandenburg GmbH
Februar 2018

FBB FLUGHAFEN BERLIN BRANDENBURG

Illustrative

Masterplan DUS 2045
Technischer Endbericht

amd.sigma GmbH
September 2024

amd.sigma Düsseldorf Airport DUS

6.14 Layout Ebene 1

6.17 Maßnahmen Ebene 1

amd.sigma

6.18 Flughafenbereich

6.19 Flughafenbereich

FBB

6.20 Flughafenbereich

6.21 Flughafenbereich

amd.sigma Düsseldorf Airport DUS

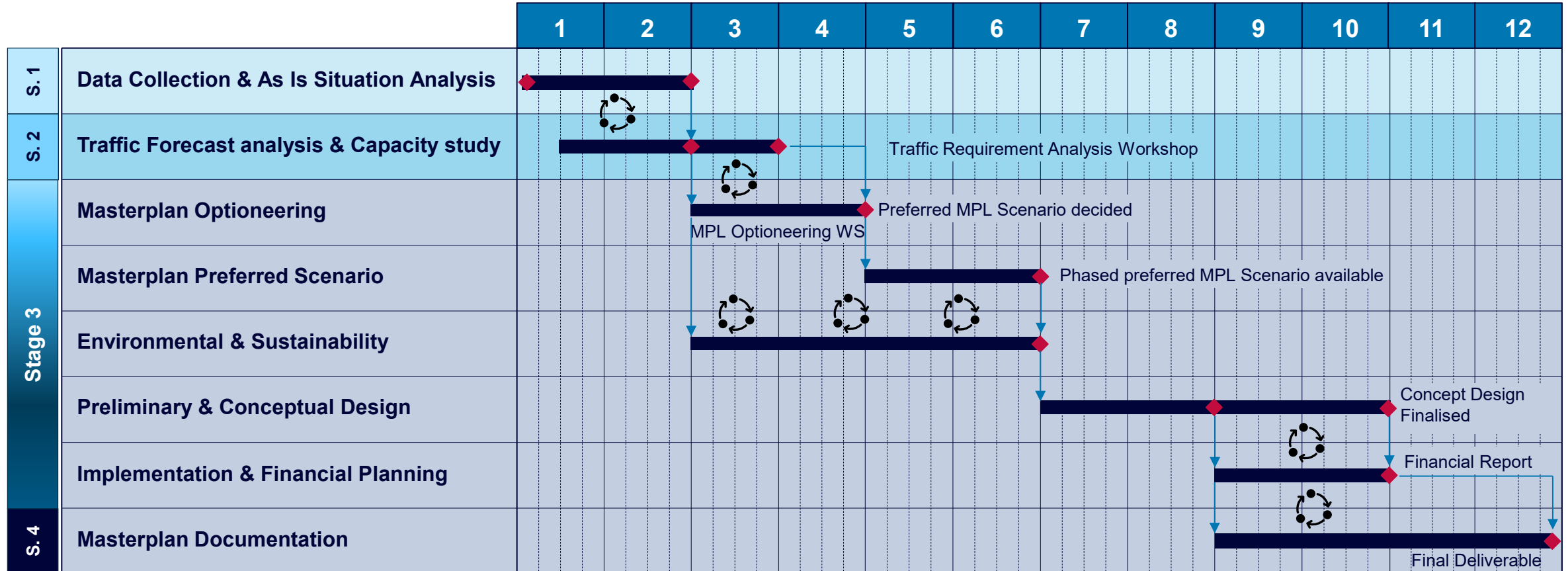
DETAILED WORK PLAN & SCHEDULE

amd.sigma
strategic airport development



/Proud member of
Munich Airport

SCHEDULE & WORKPLAN



To maintain the project schedule and the overall project duration of twelve months, the following assumptions apply:

- All required input data is available at the project kick-off meeting.
- Response time to data requests does not exceed three (3) working days.
- Review and approval of each key project milestones (Steps 1–7) are completed within five (5) working days
- Weekly virtual Programme Management Meetings.

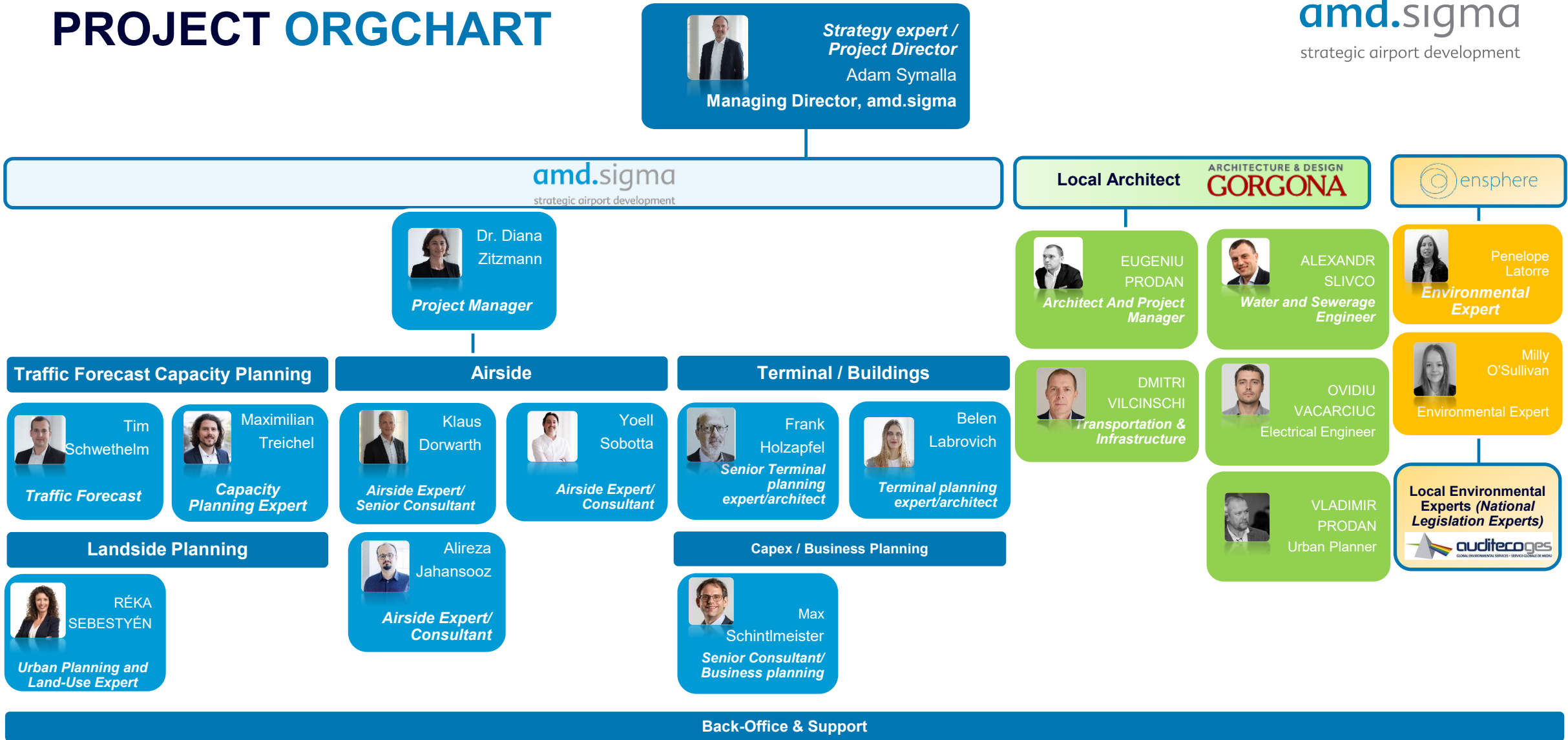
TEAM QUALIFICATIONS AND EXPERIENCE

amd.sigma
strategic airport development



/Proud member of
Munich Airport

PROJECT ORGCHART



OUR TEAM



ADAM SYMALLA / *Managing Director*

Adam is a senior management professional with 20 years of global experience in airport planning and management at senior and executive levels in Europe, the Middle East, Australia, and Africa.

With a number of roles as an ATC provider, airport operator, and airline, he brings an exceptional interdisciplinary knowledge of the aviation system.

He has led numerous terminal and airport privatization and consultancy projects and provided strategic advice to public and private clients with a focus on strategic development, airport management, enhanced customer experience meeting stringent commercial targets, and delivering a return on investments to the shareholder.

QUALIFICATION

Education:

MBA, TiasNimbas Business School, The Netherlands University of Bradford, UK

Experience:

20 years of professional experience

Key Qualifications:

Airport infrastructure development, Passenger experience end-to-end ground journey product and service design Program and project management Strategic management consulting Airport commercial planning (Capex, Opex, Business Case) and asset management

Languages:

German: mother tongue
Polish: mother tongue
English: fluent

PROJECT EXAMPLES

Sofia Airport, Senior Consultant | Bulgaria

Lead Technical Workstream, PPP Airport Transition

Hiroshima Airport, Senior Consultant | Japan

Technical and Operational Bid Advisory, Masterplan and Capex

Airport Berlin Brandenburg, Project Director | Germany

New Masterplan 2040

JFK Airport, Senior Consultant | USA

Privatization Terminal 1, Economic feasibility study

Airport Berlin Brandenburg, Senior Consultant | Germany

General Aviation Terminal (GAT), Development of a best-land-use concept for a new GAT

Etihad Airways Abu Dhabi Midfield Terminal, Project Director | UAE

Master Plan Review, Project Development, Terminal Extension, a partner in charge

Etihad Airways, Abu Dhabi Midfield Terminal, Project Manager | UAE

Guest Experience Ground Strategy

OUR TEAM



DR. DIANA ZITZMANN / *Senior Manager*

Diana is a senior project manager and planner with about 20 years of professional experience as an architect, including 10 years at amd.sigma in airport planning.

With her background as a PhD in architectural history (20th century modernism), she is predestined for modernisation and reuse projects of existing buildings at the airport, especially with regard to sustainability aspects.

In addition to project management, she enjoys working on content, including analyses requirements management, planning concepts as well as contract award procedures.

Diana has carried out several projects for the airports of Berlin, Hamburg and Munich as well as abroad. For example, she has led the projects for the public authority building and the BVD building in Hamburg from requirements management to the tendering process and was a key part of the general planning team for BER T2.

She is currently working on the concept development for the conversion and new construction at MUC T1.

QUALIFICATION

Education:

Dresden University of Technology, diploma in architecture, PhD in history of architecture, Germany

Experience:

10 years experience in airport planning

20 years professional experience as an architect

Key Qualifications:

- Conceptual planning of passenger and freight terminals; secondary airport facilities
- Evaluation of buildings, concepts for reuse
- Project management
- Requirement Manag.
- Tender process manag.

Languages:

German: mother tongue

English: fluent

Russian: fluent

PROJECT EXAMPLES

Munich (MUC), Project manager | GER

Terminal 1: Phased redevelopment concept with integration of construction logistics

Terminal 1: Concept variants for new and partial new construction, with phasing and integration of sub-planners

Klagenfurt (KLU), Project manager | Austria

Extension and phasing concept for terminal

Berlin (BER), Project manager | Germany

Conceptstudy for expansion of security in terminal 1, project management

Hamburg (HAM), Project manager | Germany

Concept Design for Authority and GSE buildings, Management or Requirements and Tender Process

Berlin (BER), Senior Consultant | Germany

Express freight, needs assessment and location variants
GAT: Needs assessment and development of variants
Terminal 3: part of the project development team
Terminal 2 (realised): Requirements management

Domodedovo (DME), Senior Consultant | Russia

Functional Layout Planning for VIP Terminal and Hangar

Nizhny Novgorod (GOJ), Senior Consultant | Russia

Airport City Study and Concept for High-Speed Railway Station

Saratov (GSV), Senior Consultant | Russia

Masterplan and Concept Design for Terminal and secondary buildings

OUR TEAM



PEDRO OLIVEIRA / *Senior Manager*

Pedro Oliveira is an architect and an expert in Autodesk Revit BIM software. Besides his degree in architecture, he also holds a master's degree in international management.

He started his career working 5 years as an architect with ARQX Arquitectos in Porto where he worked as an Architect in all design phases for multiple projects. After moving to Germany, he worked 3 years for Gerber Architekten in Berlin where he was Project Lead for two large-scale infrastructure projects in the Middle East and China – developed in BIM environment.

Since May 2018 he led the concept development for Terminal 3 at BER Berlin airport (18 MAP Capacity), as well as supporting MAI's projects in Latin America – Brazil and Honduras.

He gives weekly internal revit lectures and has recently introduced video visualization as a powerful mean for communication with clients.

QUALIFICATION

Education:

SRH Hochschule Berlin
Master in International
Management, Germany

Experience:

17 years professional
experience

Key Qualifications:

Architecture and Planning
Design Narratives – from
hand-sketching to 3D
Coordination of Specialties
Master planning
Terminal Design – Concept
and Review
BIM (Building Information
Modelling)
3D Modelling
Visualization
Project Management

Languages:

Portuguese: mother tongue
English: fluent
German: fluent
Spanish: fluent

PROJECT EXAMPLES

Dubrovnic Airport Masterplan

Development of full Masterplan for DBV's Airport 2025-2045

Airbus Prototype Vertiport, Senior Consultant | Germany

Vertiport design and planning

Munich Airport Terminal 1, Senior Consultant | Germany

BIM Manager, Terminal Concept Design, Lead Planner, Project Development

Porto Seguro New Airport, Senior Consultant | Brazil

Feasibility Study for Greenfield Airport, Project Management and Terminal Development

Berlin Terminal 3, Senior Consultant | Germany

Terminal Concept Design, Lead Planner

Munich Airport Terminal 2, Senior Consultant | Germany

BIM Manager, Terminal Concept Design, Lead Planner, Project Development

HAM Airport City, Senior Consultant | Germany

Feasibility Study for an Airport City, Masterplanning and Parametric Design

OUR TEAM



KLAUS DORWARTH / *Senior Consultant*

Airport Consultant specialized in Airport Development and Airport Planning. Project experience includes airport master plans, land-use plans, airport system plans, conceptual designs as well as studies on military airports and heliport facilities. Expert for survey works and Geographic Information Systems (GIS).

Key attributes include excellent abilities in project management, proven by the passed PMP exam, and technical coordination.

Tremendous expertise in CAD and IT applications.

Experienced in 3D project visualization.

Professional command of International Civil Aviation Organization (ICAO) Standards.

Proven international project experience and strong intercultural professional abilities.

QUALIFICATION

Education:

Technical Institute for Construction (IHK München), PMI – Project Management Professional

Experience:

40 years professional experience

Key Qualifications:

Airport development
Airport masterplan
Land-use planning
Airport systems planning
Airport conceptual design
Project management
Technical coordination
CAD
3D project visualization

Languages:

German: mother tongue
English: fluent

PROJECT EXAMPLES

Luxembourg Airport – Cargo Center and Campus development | Luxembourg

Masterplanning; New Cargo Terminal design review, identification of airside and landside dependencies and interfaces

U-Tapao International Airport, Senior Consultant | Thailand

Technical Advisor for the development of a greenfield airport

Dehradun Airport, Dorsch International Consultants GmbH, Civil Planner | India

Expansion of Domestic Passenger Terminal

Vlora International Airport, Senior Consultant | Albania

Technical Advisor for the development of a greenfield airport

National Airports of Ghana, Dorsch International Consultants GmbH, Senior Airport Planner | Ghana

Preparation of a National Airport System Plan

Deutsche Flugsicherung DFS, Dorsch International Consultants GmbH, Project Manager | Germany

Design and Construction of several Instrument Landing Systems (ILS) and en route navigational aids (DVORDME)

OUR TEAM



Alireza Jahansooz / Consultant

Alireza is a civil engineer and expert in Civil 3D software. He holds a degree in surveying engineering and a Masters degree in engineering management, also had the opportunity to serve as a consultant, senior civil designer and team leader on various completed projects. He discovered his passion for airport design and planning 16 years ago which has since led him to contribute to more than 30 different airport projects. He is proficient in working with AviPLAN, capable of designing civil work details, including markings, lighting, pavement, and geometric designs.

His Participation in several successfully completed construction projects has provided a strong practical perspective in his plannings and designs. Since October 2023, he has joined AMD.Sigma, working on several international projects.

QUALIFICATION

Education:

IU University, Masters of Engineering Management, Germany, Berlin

IAU University, Bachelor in Surveying Engineering, Iran

Experience:

16 years professional experience

Key Qualifications:

Geometric Design
Pavement Design
Marking, Signing, Lighting
Detail design
3D Modeling
Project Management
Master planning
Surveying
Volume estimation
PCI Calculation and PMS
OFZ Modeling

Languages:

Persian: mother tongue
English: fluent
German: A2

PROJECT EXAMPLES

Sofia Airport, Consultant | Bulgaria
Second RWY study

Maafaru Airport, Consultant | Maldives
Master plan

CWA Airport, Consultant | South Africa
Master plan

Lübeck Airport, Consultant | Germany
Apron extension Design.

München International Airport, Consultant | Germany
Hand Luggage transport study.

LUX Airport, Senior Consultant | Luxemburg
Partial design Consultant.

Kaohsiung Airport, Consultant | Taiwan
Design Review

Essen Airport, Consultant | Germany
Hanger Concept design.

Memmingen Airport, Consultant | Germany
Master plan

Shah Amanat Airport, Consultant | Bangladesh
Master Plan

Turkmen Bashi new Airport, Consultant | Turkmenistan
Certification Assessment

OUR TEAM



BELEN LABROVICH / *Junior Consultant*

Belen Labrovich is a Junior BIM Architect and Urban Planner, Autodesk Certified in Revit, with experience managing architectural projects from initial design through to successful completion in Argentina. She is dedicated to ensuring efficient design and development processes, characterized by meticulous attention to detail, strategic thinking, and robust problem-solving skills. Her expertise in project coordination and delivering well-structured presentations has been consistently recognized. With a strong affinity for digital visualization, she is driven by a passion for continuous growth and innovation in her professional journey. Over the past year, she has focused on airport design and development projects in Germany, primarily concentrating on planning and visualization, working as a Junior Architect within a professional setting.

QUALIFICATION

Education:

Northeast National University
Argentina.

Architect and Urban
Planning.

Experience:

4 years professional
experience

Key Qualifications:

Architectural Design
Urban Planning
Interior Design
3D Modeling
3D Rendering
Visualization
Problem Solving
Project Planning
BIM (Building Information
Modeling)

Languages:

Spanish (native)
English (proficient)

PROJECT EXAMPLES

Dubrovnik Rudjer Boskovic Airport, Junior Consultant | Croatia

BIM Manager · Terminal Concept Design

Comayagua International Airport, Junior Consultant | Honduras

Masterplan Update · CAD scenarios for reports and visualizations

Luxembourg Airport Terminals, Junior Consultant | Luxembourg

BIM Manager · Terminal Concept Design

Masterplan, Dusseldorf, Junior Consultant | Germany

CAD scenarios for reports and visualizations

Dusseldorf Airport Terminals, Junior Consultant | Germany

BIM Manager · Terminal Concept Design

Small scale projects, Junior Architect | Argentina

Architectural Design · Building Information Modeling (BIM)
· 3D Rendering Visualization · 3D Modeling

OUR TEAM



Yoell Sobotta / Consultant „Airport Planning and Development“

Aerospace Engineer specialized in airport planning and airside development, with experience in apron design, aircraft stand allocation, capacity and demand analysis, and operational efficiency assessment. Strong background in technical documentation, simulations and report writing within international consulting environments.

QUALIFICATION

Education:

Aerospace Engineering –
Transport and Airports

Experience:

7-month internship at Arup as Airport Planner
Involvement in airside planning tasks, apron layout development, simulations and technical documentation within multidisciplinary project teams.

Key Qualifications:

AutoCAD
AviPLAN
Microsoft Excel
Technical Documentation

Languages:

German
English
Spanish
Dutch

PROJECT EXAMPLES

Bilbao Airport Expansion, Airside Planning | Spain

Participation in the apron expansion project at Bilbao Airport, including development of alternative apron layout designs using AutoCAD, aircraft stand allocation and airside operational efficiency assessment. Performed capacity and demand analyses to support planning decisions and contributed to technical report writing and documentation. Additionally, supported cost estimation and budget preparation for the project.

AviPLAN simulations, Airside Planning | Spain

Conducted AviPLAN simulations to verify aircraft compliance with minimum clearance requirements and maximum dimensional constraints at various Spanish airports.

OUR TEAM



MAXIMILIAN TREICHEL / *Senior Consultant*

Maximilian Treichel is an expert for data analysis and capacity calculations. He has professional knowledge in excel-based programming, statistic analysis and visualization with Microsoft Power BI – Business-Intelligence and works with simulation software CAST Terminal.

After his apprenticeship at the Berlin department for urban development, he dedicated his interest to his passion, aviation. The master's thesis at Lufthansa Technik in Hamburg, Germany, was successfully completed as part of his bachelor's and master's degree in aviation engineering study in Berlin.

Maximilian has been working on several large-scale master planning projects for German airports as well as for capacity- and feasibility studies in New York JFK or Hokkaido CTS, Japan.

QUALIFICATION

Education:

Master of Engineering (Aviation Engineering and Logistics), Germany

Experience:

6 years professional experience

Key Qualifications:

Data Analysis
Capacity Requirement Analysis
Airside and Terminal Infrastructure
Secondary Airport Facilities (GSE, Catering, etc.)
Terminal Capacity Analysis and Programming for all Processing Elements in Accordance to IATA ADRM

Languages:

German: mother tongue
English: fluent

PROJECT EXAMPLES

Bukhara Airport (BHK), Senior Consultant | Uzbekistan
Traffic Forecast, Peak Hour and Capacity Demand Analysis

AMI Research projects AAM/UAM, Senior Consultant | Germany
Vertiport Network Planning, Potential Assessment & Traffic Forecast

Berlin Airport (BER), Senior Consultant | Germany
Concept for expanding Security Control, Capacity Assessment

Munich Airport (MUC), Consultant | Germany
Terminal 2 Satellit Target Costing , Project Engineer; Capacity Assessment

Sofia Airport, Consultant | Bulgaria
One-Time Services, Project Engineer; Capacity Analysis

New York Airport (JFK), Consultant | USA
Terminal 1 Capacity Review, Project Engineer

Munich Airport (MUC), Consultant | Germany
Terminal 1 Masterplan, Project Engineer; Capacity Assessment / Programming

Zagreb Airport (ZAG), Consultant | Croatia
Masterplan, Terminal development, Data Expert

Hokkaido New Chitose Airport (CTS), Junior Consultant | Japan
Masterplan Review, Project Engineer

Cologne Bonn Airport (CGN), Junior Consultant | Germany
Operational Masterplan and Terminal Development Concept; Project Engineer

OUR TEAM



TIM SCHWETHELM / *Senior Consultant*

Tim Schwethelm is an engineer for traffic forecast analysis and capacity calculations. He has professional knowledge in excel-based programming and statistic-analysis with Microsoft Power BI and works with the CAST Terminal simulation software.

Besides his analytical expertise, Tim has solid knowledge of airport planning and operational processes in terminals, landside, and aprons, which he gained through his studies and since joining amd.sigma as a working student.

Tim worked on several capacity and feasibility studies for German and international airports in Munich, Berlin, Luxembourg, and Newark. He was responsible for sub-projects in the areas of terminal and master planning. He also prepared several traffic forecasts, including both annual and peak projections.

QUALIFICATION

Education:

Master of Engineering in Aviation Technics and Management (Germany)

Experience:

6 years professional experience

Key Qualifications:

Traffic Forecasting
Airside and Terminal Infrastructure
EASA Regulations
Terminal Simulation with CAST-Terminal
Capacity Requirement Analysis and Programming for all Processing Elements in accordance with IATA ADRM

Languages:

German: mother tongue
English: fluent
French: basic

PROJECT EXAMPLES

Berlin Brandenburg Airport (BER), Consultant | Germany

Feasibility study and conceptual design for Express freight location

Luxembourg Airport (LUX), Consultant | Luxembourg

Terminal Development Concept

Cagliari Airport (CAG), Consultant | Italy

Annual long-term traffic forecasting (pax, cargo, GA)

Sofia Airport (SOF), Consultant | Bulgaria

Terminal Concept of Operations including passenger processing flows and technology planning

Luxembourg Airport (LUX), Consultant | Luxembourg

Traffic forecasting for commercial passengers, cargo and general aviation (GA) including peak hour forecasting

Klagenfurt Airport (KLU), Consultant | Austria

Passenger Terminal Flow Simulation
EASA Compliance Monitoring

Luebeck-Blankensee Airport (LBC), Consultant | Germany

Apron Layout Configuration

Newark Airport (EWR), Junior Consultant | USA

Terminal Passenger Flow Simulation

OUR TEAM



FRANK HOLZAPFEL / *Senior Consultant*

Frank is a senior design and construction professional with 30 years of global experience in airport planning and management at senior level in Europe, Asia, Africa and the Americas.

With a number of team leading roles in landside and airside airport projects, he brings an exceptional interdisciplinary knowledge of airport functional and operational requirements.

He has led numerous terminal and cargo airport projects from master planning and concept stage up to start of operations. Being part of several privatization projects as lead for the infrastructure element his focus is on strategic development meeting capacity requirements as well as stringent commercial targets, and thus delivering a return on investments to the shareholder.

QUALIFICATION

Education:

Diploma University of Hannover; certified Architect, Germany

Experience:

35 years of professional experience

Key Qualifications:

Airport infrastructure development, capacity calculations regarding passenger infrastructure, projectmanager of terminal and cargo projects
FIDIC engineer during airport construction projects

Languages:

German: mother tongue
English: fluent
Hungarian: basic

PROJECT EXAMPLES

Budapest Airport, Senior Consultant | Hungary

Lead Technical Workstream, Terminal Expansion, FIDIC Engineer during construction until start of operation

Budapest Airport, Senior Consultant | Hungary

FIDIC Engineer during construction until start of operation

Krasnoyarsk Airport, Senior Consultant | Russia

New Masterplan and new terminal

Kansai International Airport | Japan

Technical and Operational Bid Advisory, Masterplan and Capex

Manila Airport, Senior Consultant | Philippines

Bid evaluation and implementation of terminal design improvements

Timisoara/Arad Airport, Senior Consultant / Romania

Feasibility study transfer-hub for Carpatair

Yekatarinburg Airport, Senior Consultant | Russia

Functional concept for the reconstruction of Terminal A

OUR TEAM



MAX SCHINTLMEISTER / *Senior Expert*

Max integrates commercial, financial, operational and planning items into one comprehensive business model. After five years with Vienna Airport in operational and strategic functions, in 2003 Max became an independent consultant working on airport privatization, development and ORAT projects all over the world. In 2013 he became managing director of Klagenfurt Airport in Austria, where he successfully completed a strategic repositioning of the airport and managed the planning and financing of the runway renovation

In 2018 Max resumed his career as an airport consultant, focusing on airport business models and requirement planning of substantial CAPEX projects such as terminal extensions and replacements. During the last three years he also has supported numerous airport terminal development projects from a business and financial perspective. He lectures at the Munich Airport Academy, Cranfield University and the University of Westminster.

QUALIFICATION

Education:

Master International Business and Economics

Experience:

27 years of professional experience

Key Qualifications:

Airport Strategic Development
Airport Business and Financial Planning
Airport Management
Airport Operational and Commercial Planning
Requirement Definition for CAPEX Projects
Airport Innovation

Languages:

German
English
Spanish

PROJECT EXAMPLES

Business Planning and Development at airports of Malta, Piestany (Slovakia), Tulum (Mexico), Viru Viru (Bolivia)

Bid Management for the privatization of New Delhi, Berlin and St. Petersburg Airport

Managing Director of Klagenfurt Airport (Austria)

Senior Consultant Project Management for innovation and digitalization projects at Munich Airport

Senior Consultant ORAT at Moscow Sheremetyevo Terminal D and New Quito Airport

Capacity Building of the Aviation Sector of the Republic of Serbia

Improvement of performance of passenger terminal buildings at Luxembourg, Salzburg, Innsbruck and Memmingen airport

Various ORAT, Business Planning and Airport Privatization Projects

Vienna International Airport: Account Manager Airlines, Project Manager Privatization Berlin Airport

OUR TEAM



RÉKA SEBESTYÉN / *Senior Expert*

Result Driven leader with 18+ years of experience in non-aeronautical revenue growth, airport land development (airside & landside), and commercial asset optimization. Expert in strategic leasing, master planning, build-to-suit developments, and portfolio management within regulated aviation environment. A proven track record in delivering high-value mixed-use developments, optimizing income streams. Solid stakeholder management skills with a proven track record of managing internal and external multidisciplinary teams while collaborating with airport authorities, investors, airlines, stakeholders with strong airport operational knowledge.

QUALIFICATION

Education:

MSc in Finance – College for Modern Business Studies

IATA Training – Aviation Negotiation

Airport Master Planning & Terminal Planning – airsight GmbH

Airport City Master Planning, Cargo & Hotel – Airport City Academy

Experience:

18 years of professional experience

Key Qualifications:

Airport Real Estate Strategy
Masterplanning

Leasing Strategy

Commercial Development

Asset Optimization

Revenue Growth

Portfolio Management

Investor Engagement

Partnership Development

Languages:

Hungarian

German

English

French

PROJECT EXAMPLES

Budapest Airport, Hungary,

Cargo City Handling bld. & apron extensions; 4* Airport Hotel Tribe; MRO expansions; Terminal planning & enhancements; Master planning incl. commercial: Cargo City phase 2, MRO, airport business park, Government & General Aviation, logistics & warehouse, Fuel base & staff parking

Head of Property Development & Leasing

BUD Cargo City & apron ph.1; Airline HQ, training and simulator base & crew center; ibis
Styles Airport hotel; MRO hangar; logistics BTS facilities; new employee canteen/bistro concept and implementation

Head of Property Management,

BUD Office Building – BREEAM; Airline HQ: training, simulator & crew base, hangar, airline city concept; MRO hangar, warehouse and other developments; New lounges for airlines & GHs, VIP, Government & MasterCard; General Aviation Terminal new commercial concept, agreement & facility upgrade; Terminal: planning, space & revenue optimization, ORAT, created the first kids play area and nursing room, upgraded terminal pax areas; green & brown field BTS logistics & integrator facilities; BUD HQ long term allocation concept

OUR TEAM



PENELOPE LATORRE / *Director - ESG and Climate Change Due Diligence Advisor*

A widely recognized ESG and climate change due diligence advisor with specialist knowledge of ESG support for infrastructure projects, including transport, energy, telecoms and social infrastructure. She is known for excellence of services and has been retained as trusted advisor for numerous clients, such as infrastructure operators, infrastructure funds, institutional investors and development banks.

With over 22 years of experience, her working career started as legal advisor on conservation legislation, and after qualifying as a solicitor, she has focused on environmental, social and governance risk for business and investors. Her specialist legal training has enabled her to direct and deliver numerous infrastructure Due Diligence services, both at a national and international level and for a wide range of sectors.

QUALIFICATION

Key Qualifications:

LLB, LL.M, Solicitor, AIEMA, NEBOSH

Experience:

24 years professional experience

Key Skills:

ESG due diligence auditing
Green Finance
Responsible Investment
Legal compliance auditing
Environmental Management Systems (EMS)
Health and Safety Mgmt.

Languages:

Fluent English
Native Spanish
French, German & Italian

PROFESSIONAL EXPERIENCE

Infrastructure experience in aviation over 60 airports worldwide, including: Three airports in the Philippines, Dhaka Airport, Sri Lanka Airlines, confidential airport in the US, confidential airport in Pakistan, confidential airport in Brazil, Mumbai & Navi Mumbai, and many more airports in Western Europe.

Infrastructure ESG Support

Project Direction and Delivery for pre-acquisition, refinancing, divestment, PPP and LTA assessments for the infrastructure sector, globally. Assessments carried out in compliance with IFC Performance Standards, Equator Principles, EBRD and internal ESG frameworks.

Project Finance Due Diligence

Working directly with IFC on various infrastructure concession / privatization processes internationally (including Europe and Americas. Conducted assignments to EBRD's Performance Requirements globally

Other EHS and ESG Due Diligence

Expertise in the direction and delivery of hundreds of due diligence projects in industrial, leisure and real estate, including extensive global assessments across heavy industry, automotive, food, oil & gas; audits for caravan resorts, amusement parks and sports venues; 300+ audits for commercial properties, including retail, offices, logistics, and educational facilities.

OUR TEAM



MILLY O'SULLIVAN / *Project Manager - ESG and Climate change*

Managing Consultant specializing in Environmental, Social and Governance (ESG) advice and due diligence at Ensphere Group Ltd. Her background in STEM informs her approach to consulting, with her recent experience spanning globally and including ESG strategy, carbon footprinting, Net Zero strategy and ESG reporting. Clients include financial institutions (private equity companies and development banks), infrastructure funds, property investment / asset managers, corporates, SMEs and governments. Through this, she has had exposure to several asset types, but with a focus on the aviation sector.

She manages the carbon footprinting and Net Zero consulting service within Ensphere Group, spanning across corporates, portfolios and other projects, including rail movements, estates and products.

QUALIFICATION

Key Qualifications:

BSc (Hons)

Experience:

4 years professional experience

Key Skills:

ESG due diligence and auditing
Responsible Investment
Carbon Footprinting
Net Zero targets, strategies and decarbonization
Environmental Management Systems (EMS)
Health and Safety Mgmt.

Languages:

Native English
Basic Spanish

PROFESSIONAL EXPERIENCE

ESG Due Diligence

Project management for several infrastructure due diligence projects globally including pre-acquisition, refinancing, divestment, PPP and LTA assessments, globally. Assessments carried out in compliance with IFC Performance Standards, EU Taxonomy, Equator Principles, EBRD, local legislative requirements and internal ESG frameworks with a particular focus on highlighting “red flags” infrastructure experience has included.

Aviation

E&S screening and scoping studies for several airports worldwide, including: Confidential airports in the Philippines (ongoing), confidential airline in Asia (2023), Manas Airport, Kyrgyzstan (2022), confidential airport in Brazil (2022-2023), EU Taxonomy alignment of Dalaman Airport (2022), Turks & Caicos (2022)

OUR TEAM



EUGENIU PRODAN / *Architect*

Eugeniu Prodan is an architect and project manager with international experience in architectural design, urban planning, and project delivery. He has led a wide range of projects across Europe, including residential developments, urban masterplans, and energy-efficient building renovations. As an Architectural Partner at SC Gorgona SRL, he manages multidisciplinary teams, oversees technical design, and advises investors on development strategies and regulatory processes. His work focuses on sustainable design, feasibility analysis, and efficient project implementation.

He has also gained international experience in Sweden with ZIN Arkitektur, contributing to urban development projects in Stockholm, including masterplanning, permitting, and stakeholder coordination. In addition, he has worked with the World Bank and UNDP on land governance and construction sector analysis, combining technical expertise with policy and strategic insight.

QUALIFICATION

Education:

2022–2024 University of Minho (UMinho), School of Architecture, Art, and Design. Guimarães, Portugal.
Master's in Product and Service Design

Experience:

21 years professional experience

Key Qualifications:

Architectural Strategy
Urban Strategy
Design Management
Regulatory Compliance
LandUse Planning
Permit Management

Languages:

Romanian
English
Turkish
Russian
Swedish

PROJECT EXAMPLES

International Urban Development Projects, Lead Architect / Project Manager | Moldova / Italy / China

Urban masterplanning, architectural design, stakeholder coordination, feasibility studies

Residential Housing Developments, Project Leader | Moldova

Urban planning, permitting, land-use analysis, housing design

Energy-Efficient Public Buildings, Chief Architect | Moldova / International

Sustainable renovation concepts, technical design, energy efficiency integration

Mixed-Use Development Projects, Design Lead | International

Concept development, investor advisory, multidisciplinary

Urban Development Projects Stockholm, Project Manager | Sweden

Masterplanning, stakeholder coordination (City of Stockholm), building permits

Landscape & Early-Stage Development Concepts, Architect | Sweden

Feasibility studies, concept design, project initiation support

OUR TEAM



OVIDIU VACARCIUC / *Electrical Engineer*

Ovidiu Vacarciuc is an electrical engineer with over 20 years of experience in the design, supervision, and management of electrical systems for industrial and civil infrastructure projects. His expertise includes internal and external electrical networks, low- and high-voltage systems, automation, and fire protection solutions. He currently serves as an Electrical Engineer at TARUS-ELECTRO, where he leads project design, technical supervision, and approval processes, ensuring compliance with safety and regulatory standards. Throughout his career, he has held roles in both engineering design and public sector inspection, including senior positions within the State Energy Inspectorate.

His background combines strong technical expertise with regulatory knowledge, enabling him to deliver safe, compliant, and efficient engineering solutions. He has extensive experience in project management, technical review, and infrastructure development across the energy and construction sectors.

QUALIFICATION

Education:

1995–2000 Technical University of Moldova (UTM) / Faculty: Energy / Major: Electromechanical Engineering / Electrical Engineering Degrees: Faculty of Electrical Engineering

Experience:

26 years professional experience

Key Qualifications:

Engineering Management
Project Management
Technical Review
Construction Supervision
Risk Management

Languages:

Romanian
English
French
Russian

PROJECT EXAMPLES

Industrial & Civil Electrical Infrastructure Projects, Electrical Engineer | Moldova

Design of electrical networks, automation, fire protection systems, project management

Low-Voltage & Electrical Systems Projects, Electrical Engineer | Moldova

Design of internal/external electrical networks, system integration

Municipal Infrastructure Projects, Electrical Engineer | Moldova

Electrical network design, automation systems, public infrastructure projects

High-Voltage Network Supervision & Compliance Projects, Senior Engineer | Moldova

Inspection, compliance assessment, electrical safety

Energy Infrastructure & Inspection Projects, Engineer / Deputy Head | Moldova

Electrical systems design, regulatory supervision, fire safety compliance

Utility & Energy Network Projects, Electrical Engineer | Moldova

Electrical design for industrial and municipal energy systems

OUR TEAM



DMITRI VILCINSCHI / *Road Engineer*

Dmitri Vilcinschi is a highly experienced road engineer with over 30 years of expertise in the design, supervision, and management of road and transport infrastructure projects. His work covers a wide range of assignments, including national highways, urban roads, and large-scale rehabilitation projects. He has been involved in all project phases, from feasibility studies and technical design to construction supervision and final documentation. His experience includes major international and EU-funded projects, where he has led design coordination, developed technical solutions, and ensured compliance with regulatory standards.

With strong expertise in road geometry, drainage systems, and infrastructure planning, he combines technical excellence with leadership in multidisciplinary teams. His extensive background in both design and supervision makes him a key contributor to complex transport infrastructure projects.

QUALIFICATION

Education:

1986–1991 Technical University of Moldova, Civil Engineering, Urban Planning, and Architecture

1980–1984 Chisinau College of Transport

Experience:

39 years professional experience

Key Qualifications:

Road Engineering
Infrastructure Design
Highway Design
Transport Engineering
Engineering Leadership

Languages:

Romanian
English
Russian

PROJECT EXAMPLES

M3 Chişinău–Giurgiuleşti Road, Senior Road Engineer | Moldova

Design services, tender documentation, bypass development (Comrat & Cimişlia sectors)

R1 Bahmut Bypass, Senior Road Engineer | Moldova

Construction supervision, compliance monitoring, technical verification

R33 Hînceşti–Lăpuşna–M1 Road, Road Engineer | Moldova

Technical supervision, construction monitoring, regulatory compliance

Chişinău–Giurgiuleşti Road Rehabilitation, Road Engineer | Moldova

Rehabilitation design, coordination of studies and design activities

M3 Road Rehabilitation (54 km), Road Engineer | Moldova

Design verification, construction phase detailing, technical coordination

Dacia Boulevard Modernization, Road Engineer | Moldova

Urban road design, corridor modernization strategy

OUR TEAM



ALEXANDR SLIVCO / *Water and Sewerage Engineer*

Alexandr Slivco is a water supply and sewerage engineer with over 20 years of experience in the design and implementation of urban utility infrastructure systems. His expertise includes water supply networks, wastewater systems, hydraulic calculations, and pipeline design for civil and municipal projects. As Chief Engineer at VIS-Proiect, he is responsible for system design, technical documentation, and coordination with stakeholders and regulatory authorities. He oversees project development from initial data collection through to design approval and construction supervision, ensuring compliance with technical and regulatory standards.

His experience combines strong technical knowledge with project coordination and system integration capabilities, enabling the delivery of efficient and reliable water and wastewater infrastructure solutions.

QUALIFICATION

Education:

1999–2004 Technical University of Moldova (UTM). Department of Architecture and Urban Planning. Bachelor's degree in Urban Engineering. Chişinău, Republic of Moldova.

Experience:

22 years professional experience

Key Qualifications:

Water Supply
Sewerage
Hydraulic Design
Pipeline Design
Flow Calculation
System Design

Languages:

Romanian
English
Russian

PROJECT EXAMPLES

Urban Water Supply & Sewerage Projects, Chief Engineer | Moldova

Design of water and wastewater systems, hydraulic calculations, project coordination

Municipal Utility Infrastructure Projects, Water Engineer | Moldova

Pipeline design, system integration, technical documentation

Urban Development Utility Systems, Engineer | Moldova
Water supply networks, sewerage balance, metering system design

Civil Infrastructure Projects (Water & Wastewater), Engineer | Moldova

Hydraulic analysis, route planning, technical design and supervision

OUR TEAM



VLADIMIR PRODAN / *Urban Planner*

Vladimir Prodan is a senior urban planner and architect with over 40 years of experience in urban development, architectural design, and large-scale project delivery. He has led a wide range of projects across commercial, residential, public, and transport infrastructure sectors, both locally and internationally. As Director and Chief Architect at Gorgona SRL, he oversees multidisciplinary teams, coordinates international projects, and advises investors on urban development strategies and regulatory frameworks. His portfolio includes major developments such as airport terminals, commercial centers, hotels, and national pavilions at international EXPO exhibitions.

With extensive experience in masterplanning, stakeholder coordination, and design leadership, he combines strategic vision with technical expertise, making him a key figure in complex urban and infrastructure projects.

QUALIFICATION

Education:

1976–1980 Technical University of Moldova (UTM), Faculty of Architecture and Urban Planning, Chişinău, Moldova

Experience:

46 years professional experience

Key Qualifications:

Engineering Management
Project Management
Technical Review
Construction Supervision
Risk Management

Languages:

Romanian
English
Russian

PROJECT EXAMPLES

Chişinău International Airport Passenger Terminal, Chief Architect | Moldova

Terminal design, architectural coordination, infrastructure integration

Giurgiuleşti Port Passenger Terminal, Chief Architect | Moldova

Transport infrastructure design, terminal development

EXPO National Pavilions (Shanghai, Milan, Dubai), Chief Architect | International

Concept design, international representation, pavilion architecture

KAUFLAND Hypermarket Chişinău, Chief Architect | Moldova

Commercial development, large-scale retail design

Medpark Medical Center Expansion, Chief Architect | Moldova

Healthcare facility design, building extension

Urban Residential Projects (Bella Vita Residences), Chief Architect | Moldova

Residential development, urban housing

OUR TEAM



Dynamic and results-oriented professional with extensive experience in public policy, national legislation and regulatory frameworks in the Republic of Moldova, combined with a strong background in capital investment planning and regional development. Proven track record of working closely with government institutions, ministries and local authorities, with direct involvement in the analysis, development and application of normative and administrative documents.

Demonstrated expertise in aligning project requirements with national legal frameworks, permitting processes and institutional procedures, ensuring full compliance and effective implementation. Strong experience in project development, implementation and monitoring at local, intermunicipal, regional and national level.

Co-author of key national methodologies, including the Capital Investment Planning Methodology and the Methodology for Tariff Setting in Public Waste Management Services, reflecting a deep understanding of sector-specific regulatory mechanisms.

Recognized for strong analytical skills and the ability to interpret and operationalize local legislation within complex projects, while bridging international requirements (EU, IFI) with national regulatory systems. Development-oriented, with a proven ability to support policy implementation and strengthen institutional capacity at regional and local level.

EDUARD UNGUREANU

QUALIFICATION

Education:

Academy Sep 2002 - Jul 2004
Academy of Public Administration, Chisinau
Master / Licensed in International Relations
University Sep 1995 - Jul 2000
Cooperative - Commercial University, Chisinau
Licensed in International Economic Relations

Experience: 26 Years

Key Qualifications:

Strategic Planning
Solid Waste Management
Municipal and intermunicipal services
Intermunicipal development associations
Regional and local roads
Water supply and sanitation services

Languages:

Romanian
Russian
English
French
Japanese

PROJECT EXAMPLES

Consultant / Expert

GIZ / Federal Ministry for Economic Cooperation and Development (BMZ), EU, Chisinau

Apr 2025 – Sep 2025

Analysis of normative and administrative documents provided by ONIPM

Participation in Project Evaluation Committee meetings

Evaluation of project proposals

Preparation of final evaluation report

Capital Investment Planning (CIP) Expert / IMC Projects Coordinator

IREX / USAID, Chisinau

Dec 2018 – Mar 2025

Led implementation of CIP instruments for local public authorities

Synchronized capital investments with financial forecasts

Supported institutionalization of CIP with Ministry of Finance and MIRD

MIRD

Coordinated intermunicipal cooperation (IMC) projects

Prepared feasibility studies, technical designs, cost-benefit analyses

Applied citizen engagement tools for monitoring services

Strengthened capacity of LPAs and IMC operators

OUR TEAM



PROFILE SUMMARY

Senior environmental and sustainability consultant with extensive international experience in **Strategic Environmental Assessment (SEA), Environmental and Social Impact Assessment (ESIA/EIA)** and lender due diligence, with a strong focus on **aviation and large-scale infrastructure projects**.

Proven track record in:

- **SEA / ESIA delivery and review**, aligned with IFC / World Bank Group Performance Standards
- **Airport environmental impact assessment and compliance**, including operational and construction phases
- Integration of EIA/SEA outcomes into **Environmental Management Systems (ISO 14001)**
- Management of key environmental aspects: **air quality, noise, waste, water and biodiversity**
- Supporting successful project financing through **lender due diligence processes**
- Strong experience working across Europe, the Middle East and Australia, delivering complex infrastructure and aviation projects.

JOSEPA DUJMOVIC

QUALIFICATION

Education:

Master of Landscape Architecture Royal Melbourne Institute of Technology, Australia, 2000. Certificate in Project Management RMIT, Australia, 1993. BSc Horticulture & Urban Landscape Management University of Melbourne, Australia, 1992

Experience: 27 Years

Key Qualifications:

Strategic Environmental Assessment (SEA) & ESIA Aviation / Airport Environmental Compliance Lender Due Diligence (IFC, World Bank) Environmental Management Systems (ISO 14001) Environmental risk assessment and mitigation: Integration of EIA/SEA into operations and construction Stakeholder engagement and regulatory coordination

Languages:

English (fluent)
Croatian / Serbian (fluent)
Romanian (conversational)

PROJECT EXAMPLES

Selected Relevant Experience – SEA & Aviation

Aviation / Airport Projects

- **Western Sydney International Airport (Australia)** – Environmental Lead
 - Led environmental impact and compliance planning
 - Developed Operational Environmental Management Plans
 - Managed air quality, noise, water, biodiversity, waste and heritage
- **NEOM Airport (Saudi Arabia)** – Environmental Advisory
 - Provided environmental and sustainability expertise
 - Supported bid development and environmental strategy
- **ISO 14001 Environmental Audits – Major Airports**
 - London City Airport, Gatwick Airport, Muscat International Airport
 - Ensured EMS compliance and integration with EIA findings

SEA / ESIA & Lender Due Diligence

- **Morava Corridor Motorway (Serbia)** – Environmental Manager
 - Led ESIA aligned with IFC/WBG standards
 - Supported lender due diligence and project financing
- **Photovoltaic Projects (Romania)** – ESIA & ESMS Lead
 - Led due diligence and ESIA/ESMS development
- **Strategic Environmental & Land Use Planning (Serbia, 2024)**
 - Lead author integrating environmental and social considerations

OUR TEAM

PROFILE SUMMARY



Senior project manager and business development lead with over 20 years of experience in **environmental consulting and international project delivery**, supporting complex projects across infrastructure, energy and environmental sectors.

Extensive experience in:

- **Structuring and coordinating multidisciplinary teams** for environmental and infrastructure projects
- Supporting delivery of **EIA / SEA and environmental due diligence projects**
- Managing **environmental projects financed by EBRD, EU and USAID**
- Leading **client engagement, proposal development and contract negotiation**
- Ensuring alignment between **technical teams, client requirements and regulatory frameworks**
- Facilitating stakeholder and institutional engagement, including cross-border initiatives and direct collaboration with public authorities and investment agencies in **the Republic of Moldova**
- Strong track record in enabling successful project delivery by bridging **technical expertise, client expectations and strategic project management**.

OANA BUHAN-IONESCU

QUALIFICATION

Education:

Executive MBA Romanian-American Institute for Business Administration (ASEBUSS), Bucharest, Romania

Business Administration Studies Bucharest University of Economic Studies – Economic School in Foreign Languages (English Section)

Master of Arts in English Applied Linguistics, University of Bucharest – Faculty of Foreign Languages

Experience: 25 Years

Key Qualifications:

- Project Management – Environmental & Infrastructure Projects
- Strategic Environmental Projects Coordination (EIA / SEA support)
- International Financing Programs (EBRD, EU, USAID)
- Bid Preparation & Proposal Management
- Team Structuring & Expert Coordination
- Client Relationship Management

Languages:

Romanian – Native
English – Fluent (professional working proficiency)
French – Advanced
Portuguese – Intermediate
Spanish – Intermediate
Italian – Intermediate
German – Intermediate
Russian – Basic

PROJECT EXAMPLES

1. Business & Institutional Liaison Initiative – Republic of Moldova (2024)

Role: Project Lead / Client & Stakeholder Interface

- Initiated and coordinated a cross-border business engagement initiative aimed at strengthening cooperation between Romanian investors and the business environment in the Republic of Moldova
- Facilitated direct interaction between private sector representatives and key Moldovan institutions, including the Investment Agency, American Enterprise Fund and the Chamber of Commerce and Industry of Moldova
- Organized and led a structured programme of high-level meetings with public authorities, investment bodies and private sector stakeholders
- Acted as primary liaison between Romanian business representatives and Moldovan institutional stakeholders
- Contributed to the promotion of investment opportunities and supported initial assessment of market entry conditions for potential investors
- Strengthened understanding of the local regulatory, institutional and business environment in the Republic of Moldova



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2. Midia Gas Development Project (BSOG), Romania

Client: Black Sea Oil & Gas (The Carlyle Group)

Role: Project Manager / Coordination & Client Interface

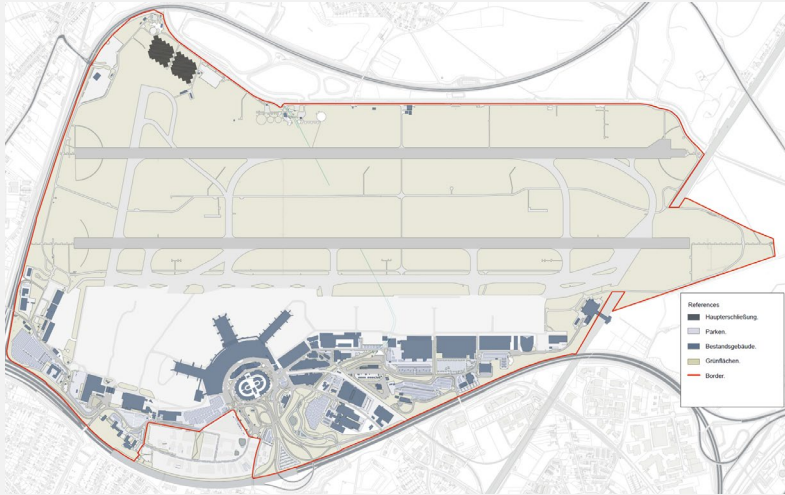
- Long-term involvement in one of the most important energy infrastructure projects in Romania (2014-2025)
- Coordination of environmental permitting and assessment processes for multiple project components
- Contribution to development of:
 - Environmental Impact Assessment (EIA) and Environmental and Social Impact Assessment (ESIA)
 - Appropriate Assessment Reports and Presentation Memoranda
 - Environmental permitting documentation for gas treatment plant and onshore pipeline
- Direct involvement in ESIA processes aligned with **EBRD and IFC performance requirements**
- Support to regulatory approvals for key infrastructure components (gas treatment plant, pipeline, construction facilities)
- Coordination between client, consultants and authorities throughout project lifecycle

RELEVANT MASTERPLAN EXPERIENCE

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Munich Airport



Client: Flughafen GmbH

Performance period: 10/2023 – 08/2024

Services:

- Masterplan
- Traffic Forecast
- Capacity analysis
- Strategic guidelines and regulatory factors
- User requirements
- Developing phasing and implementation strategies
- CAPEX

Technical data

Capacity: 22 MAP, 36,000 sqm

Investments: 1 Billion €

Project Value: 902.500 €

Hauptszenarien Cluster 1 (Siko, Marktplatz, CI)

Minimalvariante:

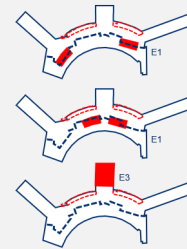
- Dezentrale Siko Ost/ West im Terminalbestand E1
- Dezentrales Marktplatzkonzept
- Umwidmung der Arcaden zur Luftseite inkl. Fassadenzug

Basisvariante:

- Teilzentrale Siko in Terminalmitte E1
- Zentrales Marktplatzkonzept (mit zwei Eintrittspunkten)
- Umwidmung der Arcaden zur Luftseite inkl. Fassadenzug

Maximalvariante:

- Zentrale Siko FSB E3
- Zentrales Marktplatzkonzept (mit einem Eintrittspunkt)
- Umwidmung der Arcaden zur Luftseite inkl. Fassadenzug



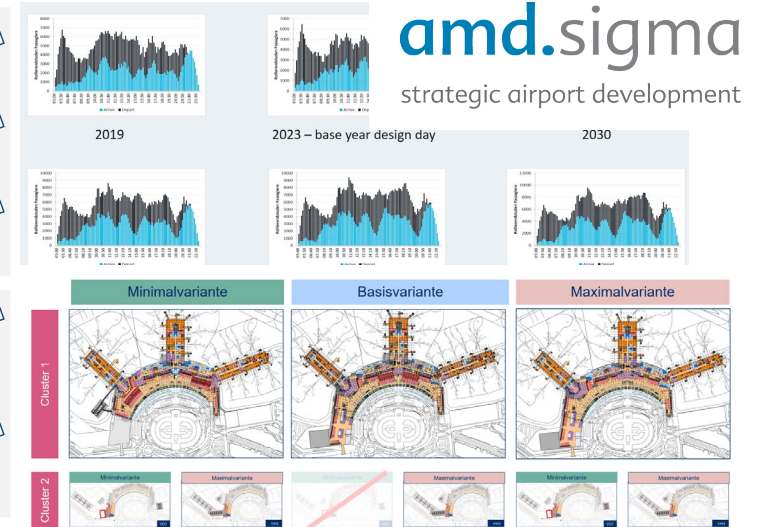
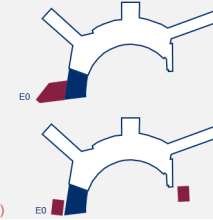
Hauptszenarien Cluster 2 (GFA, GA, Einreise)

Minimalvariante:

- Dezentrale GFA-Erweiterung Ost
- Ersatz Interimshalle im Westbereich
- Erweiterung ZG West E0

Maximalvariante:

- Zentrale GFA-Erweiterung West
- Erweiterung ZG West E0
- **Optionale Erweiterung ZG West E1** (Kompensation von CI-Countern, Ermöglichung Aufbau Hotel)



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DUS Masterplan Germany

Service description

Düsseldorf Airport stands as the pivotal aviation hub for North Rhine-Westphalia, serving a population of about 20 million. The overarching goal of the master plan is to establish and articulate a clear strategic vision for the airport's future. This master plan is multifaceted, serving not only as a blueprint for technical development and spatial utilization but also as a vital component of the airport's annual economic strategy.

For the DUS Masterplan, we have been following the classic approach of a Masterplan, following the usual phases of planning: Pre-planning (Data Collection, setting overarching Objectives), Traffic Forecast Analysis and Coordination, Site Evaluation, Requirements Analysis (in close iteration with Operation and Commercial Departments), Development of Scenarios, CAPEX, Financial Analysis and Final Development Plan. What has been particular about this Project is that the Terminal has a high-focus within the Masterplan so the level of detail is higher for that particular aspect. A BIM simplified model of the existing main infrastructure has been developed in order to identify and mitigate risks, keeping a tight CAPEX overview.

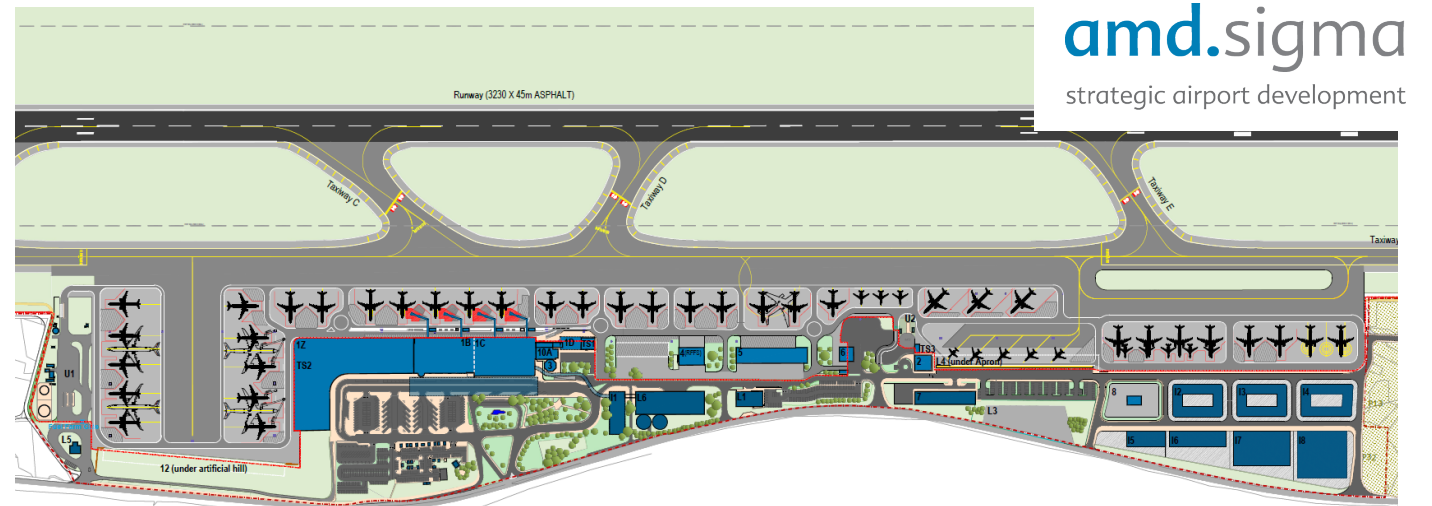


Client
Dubrovnik Ruđer Bošković Airport

Performance period
2024

- Services**
- Traffic Forecast
 - Capacity Requirements Program
 - Optioneering and Evaluation of Master Plan Developments
 - CAPEX
 - Business Plan
 - Cost Benefit Analysis

Technical data
Capacity: 2,9 MAP (2024) to 6,7 MAP (2045)
Total investment: 470 million €
Project Value: 380.000 €

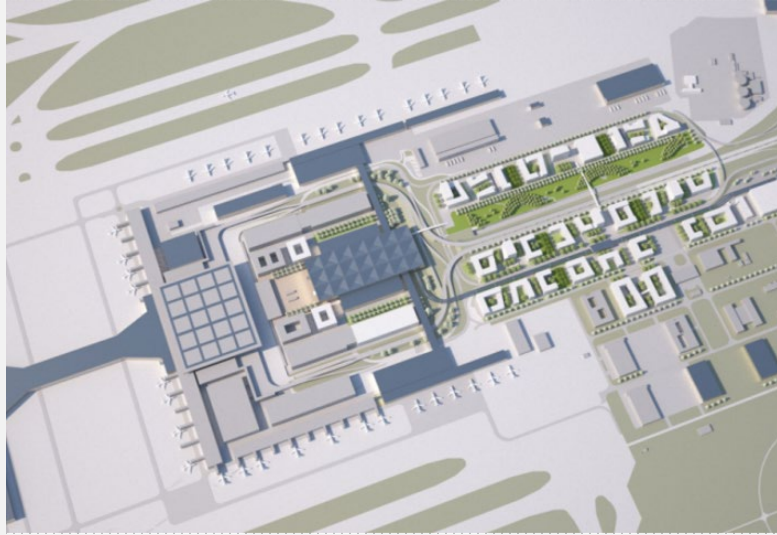


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DBV Dubrovnik Airport, Master Plan Croatia

Service description

Key tasks included project management, engaging stakeholders, setting timelines, and ensuring governance and quality control. The scope involved data collection across traffic, planning, revenues, legal, and environmental workstreams, alongside assessing existing infrastructure such as the airfield, passenger terminal, landside access, parking, and utilities. A traffic forecast (2025-2045) was prepared, detailing passenger and cargo volumes, peak hour estimates, and aircraft movements, along with a capacity requirements program and GAP analysis for phased development milestones (2035-2045). The team developed alternative scenarios, defined a preferred development option, and created phasing plans for the airport campus, including airside, terminals, and real estate. Deliverables included a land-use and real estate development plan, environmental impact analysis, sustainability recommendations supporting decarbonization, CAPEX, a business plan, and a cost-benefit analysis.



Client

Flughafen Berlin-Brandenburg GmbH

Performance period

2016 – 2017

Services

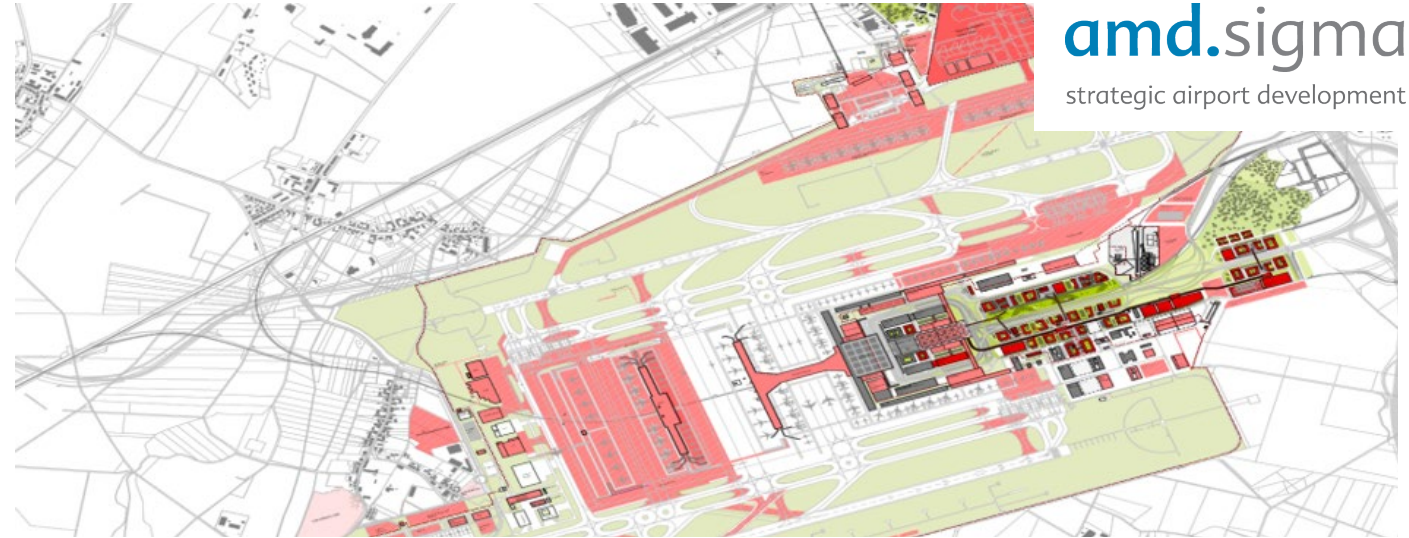
- User requirement and capacity demand analysis
- Masterplanning of land- and air- side development
- Technical development concepts for terminal processes

Technical data

Capacity: 55 MAP (2040)

Total investment: 2,3 Mrd. €

Project Value: 1.800.000 €



BER Berlin-Brandenburg Airport, Masterplan 2040 Germany

Service description

At the end of 2016 Berlin-Brandenburg Airport tasked amd.sigma with the creation of the airport development program as part of the BER masterplan 2040. A year earlier amd.sigma had been developing the medium-term requirements planning for the Berlin-Brandenburg Airport. During the master planning process, the sub-projects within passenger facilities and airport operations areas as well as the airside real estate development was carried out by amd.sigma with support of airport consulting partners, while the sub-projects within landside real estate development and infrastructure access development was done by the urban planning company ASTOC as a part of a consortium.

The financial model for the sub-projects economic realization forecasts is prepared by amd.sigma with input from all the individual sub-projects.



Client: SOF Connect AD

Performance period: 2020 - 2024

Services:

- Sustainability Strategy
- Master plan
- Evaluate the inventory list of buildings, Facilities, equipment, and vehicles,
- Review the register of ongoing construction work; Evaluation of construction works;
- Recommended optimization in terms of logistics, prioritization, scheduling, and resources;
- CAPEX and REPEX;
- Develop of midterm maintenance plan

Technical data

Capacity: 120,000 sqm, phased development of the airport to accommodate the traffic demand by 2055.

Project Value: 429.000 €



Sofia International Airport Masterplan Sofia, Bulgaria

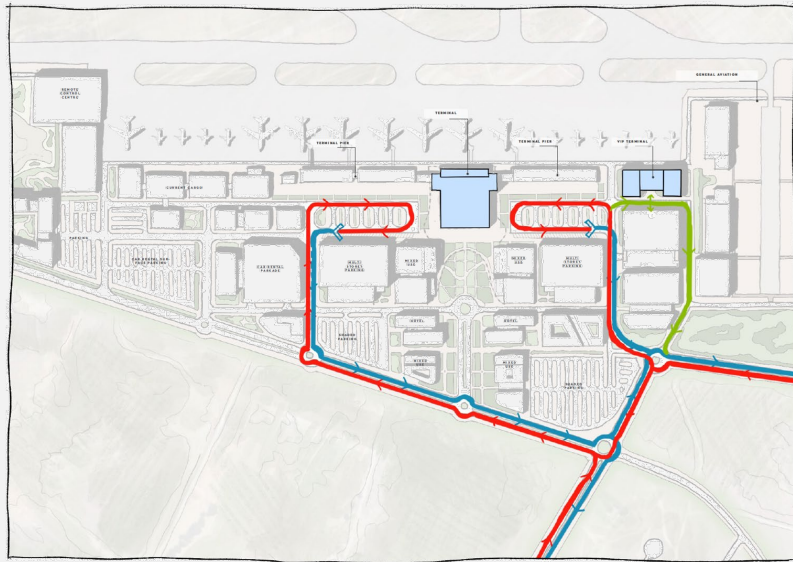
Service description

Preparation of a long-term Masterplan showing the strategic development until 2055. Traffic Forecast, Capacity Analysis, Review of existing facilities, Preparation of a Development plan for the next 35 years including passenger terminal, airside development and supporting facilities, as well as CAPEX and REPEX.

The Master Plan for Sofia Airport also covers landside commercial real estate opportunities, general infrastructure upgrades, apron rearrangement and marking design, existing zoning and land use adjustments, in addition to environmental planning and decarbonization measures.

Scenario Framework Overview

Motto	Conservative Scenario	Growth Scenario	Transformation Scenario
	Optimizing within today's boundaries	Selective expansion to unlock long-term potential.	Large-scale, future-shaping redevelopment
Description	<p>This scenario assumes minimal change to current conditions.</p> <ul style="list-style-type: none"> Requires no new land acquisitions (or a more passive /opportunistic approach) Impact as least as possible EIA approvals Prioritizes stability and low risk Maximizes aeronautical capacity <i>w/in</i> today's physical and regulatory limits <p>This pole helps us understand the lowest-disruption, lowest-risk path to meeting future needs.</p>	<p>This scenario introduces moderate change where it matters most.</p> <ul style="list-style-type: none"> Considers targeted land acquisitions in strategically important areas Provides additional space to support future capacity increases Allows for proactive influence on surrounding developments Balances ambition with feasibility <p>This pole reflects a practical but forward-leaning approach to growth, pursuing meaningful gains without reshaping the entire system.</p>	<p>This scenario explores an unconstrained, high-ambition vision.</p> <ul style="list-style-type: none"> Requires significant amendments to environmental approvals Envisions major reconfiguration and expansion of land and infrastructure Enables long-horizon, step-change capacity increases Sets a framework for dramatically different operational and spatial solutions <p>This pole defines the upper limit of what long-term, high-impact investment could achieve.</p>



Client: Cape Winelands Airport
Performance period: 10/2025 – 03/2026
Services

- Airport Master Plan:
 - Traffic Forecast
 - Capacity Requirements
 - Optioneering
 - Phasing

Technical data
 Capacity: Greenfield Airport up to 10 MAP (2055)

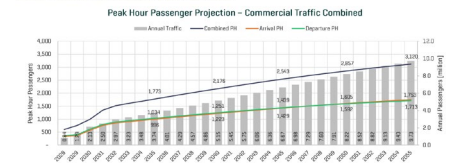
Project value: 150.000 €

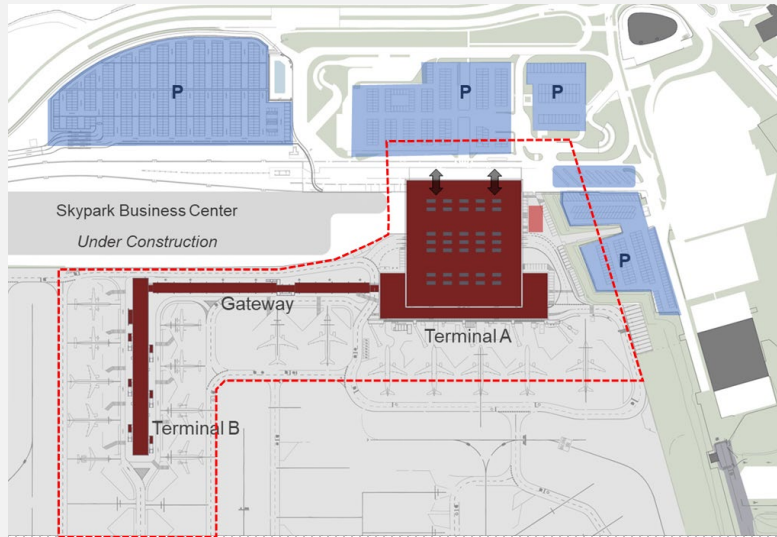
CWA Master Plan South Africa

Service description

The Cape Winelands Airport Master Plan Update sets the strategic foundation for transforming CWA into a future-ready commercial airport and airport city. Through a structured, stakeholder-driven approach, the project aligns capacity, phasing, and investment planning to support sustainable growth, operational efficiency, and regional economic development. The Master Plan Update was initiated due to major changes in project conditions, including revised traffic forecasts, EIA findings, potential land acquisitions, and shifting investment priorities. To ensure constructability, cost efficiency, and long-term flexibility, the existing Airport Master Plan was comprehensively reviewed and updated through a structured process. This included validating assumptions, reassessing requirements across all airport functions, developing and comparing multiple options, and selecting a preferred scenario based on qualitative and quantitative criteria. Key challenges—such as balancing growth ambitions with regulatory, financial, and delivery constraints—were addressed through stakeholder engagement, phased planning, early CAPEX integration, and the use of digital planning and evaluation tools to support transparent decision-making.

Peak Hour Passengers Commercial Traffic Combined





Client
LUX Airport

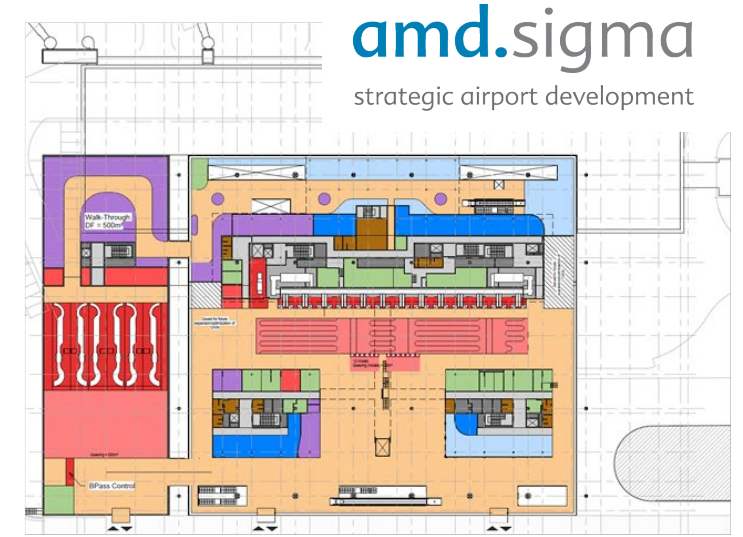
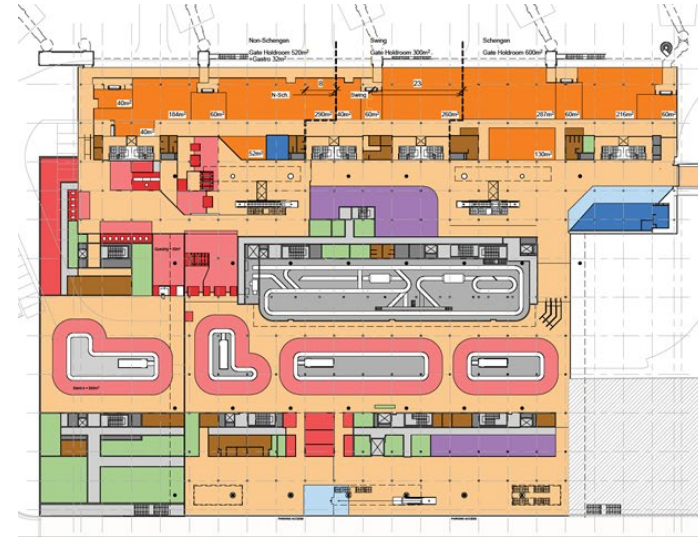
Performance period
Feb. 2024 – Oct. 2024

Services

- Status Quo Capacity Assessment with Simulation Software CAST
- Operational Requirement Simulation for Design Year (CAST)
- Scenario Optioneering
- Functional Planning of preferred Scenario
- CAPEX and Timeline

Technical data

Capacity: 6,6 MAP (2030)
Total investment: 145 Mio. €
Project Value: 247.000 €



Luxemburg Airport Luxemburg

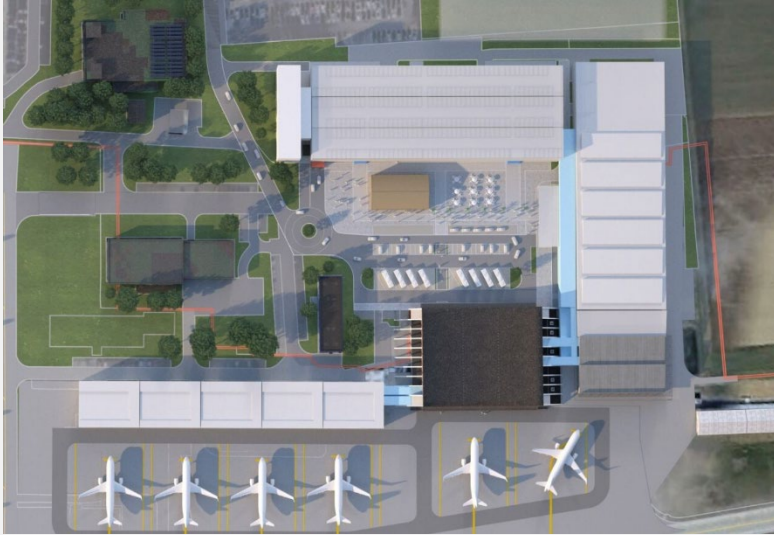
Service description

Lux-Airports home carrier has announced a growth initiative until 2035+ increasing the current fleet of 23 based aircraft until 2030. In addition, Luxair is planning to replace its main aircraft type Dash-8 with larger aircraft within the next years, increasing the overall seats offered and by that peak hour demand.

Lux-Airport sees growing pressure on the existing infrastructure (main terminal processors like Check-In, Security or Gates as well as support areas like offices or storage) and is searching for the most efficient way to re-structure the current infrastructure until 2030 and a possible further expansion of the existing passenger terminal building.

The objective of this project is to find mid-term terminal development solutions that solve or relieve this capacitive pressure. It is important to mention that the planning horizon was set to the year 2030 and the planning focus was set to the terminal development only, not considering the development of other airport functions neither the long-term terminal development.

An integration of the project results into a larger picture (masterplan) is necessary to avoid planning conflicts between different projects and planning horizons.



Client: Flughafen Memmingen GmbH

Performance period: 2025 – Ongoing

Services

- Masterplan development for terminal and parking expansion
- Capacity analysis and traffic forecasting
- Scenario planning and concept design
- Modular and phased implementation strategy

Technical data

Capacity: Designed for scalable growth from 3.2 MAP (current) to 5–7 MAP (target)

Project value: €120,000 (plus VAT, per contract)



Memmingen Airport Terminal and Parking Masterplan Germany

Service description

The Memmingen Airport Masterplan addresses the rapid growth in low-cost carrier traffic and the resulting capacity constraints on both airside and landside infrastructure. The project's objective is to deliver a flexible, modular terminal and parking concept that supports phased expansion from 3.2 to 7 million annual passengers, with a focus on operational efficiency, commercial revenue growth, and high passenger experience.

Key elements include a new processor building integrated with a multi-story parking structure, a modular pier for walk-in/walk-out boarding (eliminating bus operations), and a significant increase in commercial areas. The plan emphasizes the reuse of existing infrastructure, cost-sensitive design, and compliance with regulatory and spatial constraints (e.g., 13-meter obstacle limitation, plan-approved areas).

The parking solution is based on serial, modular construction, allowing for stepwise expansion and future-proofing for trends such as e-mobility and vertiport integration. The office building is designed for flexible use, supporting both airport administration and third-party tenants, and is structurally prepared for advanced air mobility operations.

The masterplan was developed through interdisciplinary workshops, detailed traffic studies, and benchmarking against comparable European airports. The preferred scenario is a phased pier development, maximizing flexibility and minimizing disruption to ongoing operations. The project is being implemented in close coordination with airport stakeholders and regulatory authorities, ensuring both immediate capacity relief and a sustainable long-term vision.



Client: FMG (Munich Airport Company)
Performance period: 08/2025 – 02/2026

Services

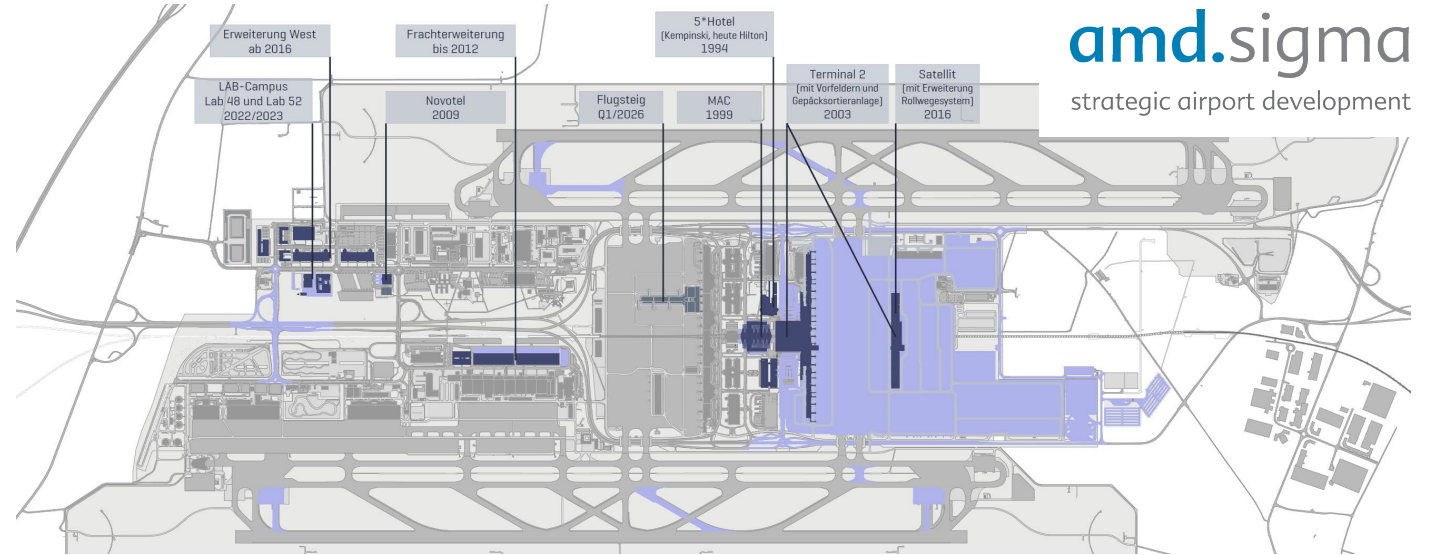
- Technical Input
- Layout / Graphic Design
- Quality Check
- PMO support

Technical data

Capacity:

47 MAP

Project value: Non-disclosable



**Support to MUC Master Plan Update
 Germany**

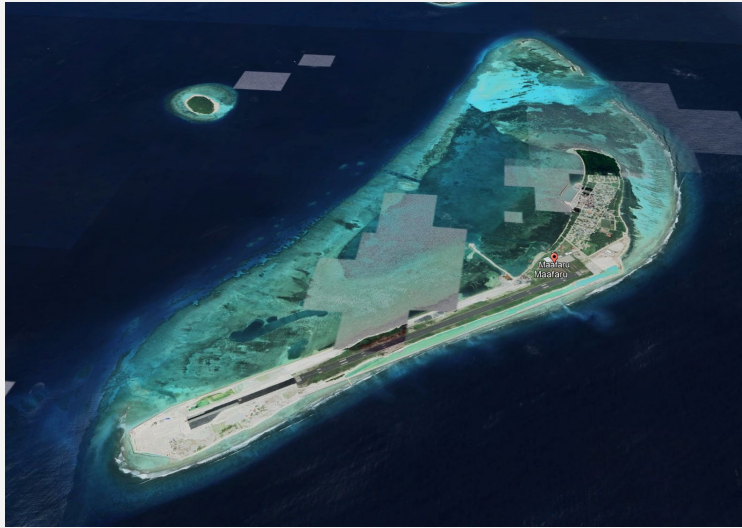
Service description

Airside Development Plausibility Assessments:

Review and evaluation of aviation traffic growth assumptions and their impact on the overall master plan concept; technical support in assessing terminal, apron, and taxiway capacities; ensuring compliance with aviation-specific standards and regulations (e.g., ICAO, EASA, national requirements); evaluation of the feasibility of planned developments in terms of capacity, operations, and safety; and development of dimensioning principles and schematic concepts for apron and taxiway geometries and layouts.

Trend Scouting, Innovation, and Benchmarking:

Research and analysis of international benchmarks on airport development and technological approaches; identification of relevant trends in the airport sector, aviation market, aircraft development, and related fields; derivation of transferable insights for Munich Airport; and contribution of innovative ideas and best-practice approaches to support the development of the airport of the future.



Client: IASL

Performance period: 10/2025 – Now

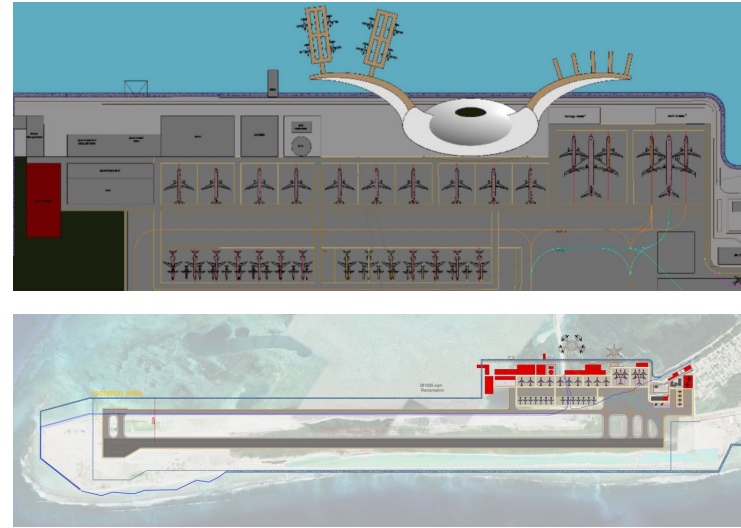
Services:

- Forecast
- Capacity Analysis
- Development Scenarios
- Final Master Plan Report
- CAPEX

Technical data

Capacity: 1,5 MAP

Project value: € 169.000,00



Maafaru International Airport Master Plan Maldives

Service description

Maafaru International Airport is a key gateway to the northern Maldives, supporting regional connectivity and high-end tourism. The Master Plan defines a clear long-term vision for the airport's sustainable growth, providing a structured framework for phased infrastructure development, capacity expansion, and operational improvement in line with forecast traffic and regulatory requirements.

A dedicated Terminal Development Plan forms part of the Master Plan, outlining the necessary upgrades and expansions of terminal facilities to accommodate passenger growth, enhance service quality, and strengthen commercial (non-aeronautical) revenues.

ENVIRONMENTAL PROJECTS (Ensphere)



DHAKA AIRPORT E&S ASSESSMENT



IFC – SINCE 2023
ENVIRONMENTAL AND SOCIAL
ASSESSMENT (E&S) OF DHAKA
AIRPORT

PHILIPPINES AIRPORTS E&S ASSESSMENT



IFC – SINCE 2023
ENVIRONMENTAL AND SOCIAL
ASSESSMENT (E&S) OF
LAGUINDINGAN, BOHOL AND
ILOILO AIRPORTS

PAKISTAN AIRPORTS E&S ASSESSMENT



IFC – SINCE 2023
ENVIRONMENTAL AND SOCIAL
ASSESSMENT (E&S) OF
ISLAMABAD, KARACHI AND
LAHORE AIRPORTS

Project Name	Project description	Year	Country	Client	Sector
Confidential small regional airport in the Caribbean	The project involves an environmental and social scoping assessment being completed as part of the airport's proposed masterplan. Given the small island nature of the location and sensitive ecosystems, a more detailed review of biodiversity impacts is being conducted.	Ongoing	Caribbean	Government	Airport
Confidential airports in Philippines	The project involves an E&S scoping assessment of three small island airports (regional airports) in the context of a proposed PPP package.	Ongoing	Philippines	Confidential	Airport
Sri Lankan Airlines	The project involved a high-level E&S Scoping Study of Sri Lankan Airlines to assist in the preparation for the Government of Sri Lanka's divesture of the Airline. An assessment of any latent, direct and indirect environmental and social liabilities was conducted. Further efforts to de-risk the project and support project development with IFC Performance Standards and good international industry practice.	2023	Sri Lanka	IFC	Airport
Uzbekistan Airports	Conducted an E&S Assessment (feasibility stage) for 10 airports (Tashkent and 9 regional airports) ahead of the potential structuring of a PPP project. The assessment involved CAPEX development for identified E&S matters.	2020	Uzbekistan	World Bank	Airport
Grantley Adams International Airport	Completion of a full climate change assessment (covering physical and transitional risks) for the proposed improvement project at the airport. The assessment comprised the use of scenario analysis to assess these risks and identification (and quantification) of mitigation and adaptation measures.	2019	Barbados	IFC	Airport
Sofia International Airport	Full E&S Scoping Assessment to IFC standards ahead of the proposed PPP process for the upgrade of the airport. As part of the assessment, stakeholder consultations took place and a gap analysis was undertaken against regulatory and IFC requirements. For any gaps recommendations were made on actions to close that gap, together with provide cost estimates for those actions and ToRs for further studies.	2018	Bulgaria	IFC	Airport

QA & QC AND RISK MANAGEMENT APPROACH

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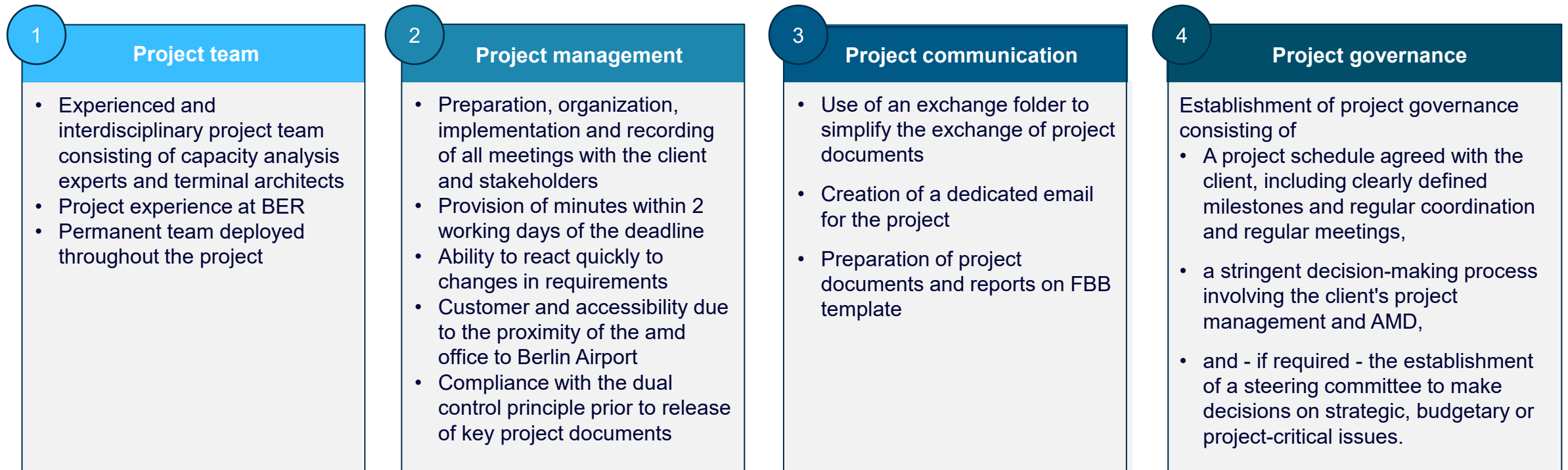
/Proud member of
Munich Airport

QUALITY ASSURANCE

Although amd.sigma strategic airport development gmbh does not hold ISO certifications independently; our parent company, Flughafen München GmbH (FMG), maintains certified management systems in accordance with international standards. FMG is certified under **DIN EN ISO 9001:2015** (Quality Management System) and **DIN EN ISO 14001:2015** (Environmental Management System), ensuring structured quality processes, continuous improvement, and compliance with internationally recognized environmental standards.

In addition, as part of our project team, we have partnered with a local Moldovan company, **S.C. "GORGONA" S.R.L.**, which holds a valid **ISO 9001:2015 certification** for architectural, engineering, and related technical consulting services. The respective certificate is attached to our submission.

We have defined the following quality assurance measures in order to successfully complete the project on budget and within the specified time frame and to meet the high content and technical requirements:





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THANK YOU!

/Proud member of
Munich Airport