

March 19, 2024

ANSA POLICY 2024



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[Signature]
approved

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1. ABBREVIATIONS

| | |
|---------|---|
| AAA | : Aruba Airport Authority |
| AC | : Alternating Current |
| A/C | : Air Conditioner |
| ADS-B | : Automatic Dependent Surveillance – Broadcast |
| AIA | : Aeronautical Information Affairs |
| AIM | : Aeronautical Information Management |
| AIO | : Aeronautical Information Officer |
| AIP | : Aeronautical Information Publication |
| AIS | : Aeronautical Information Services |
| AMHS | : ATS Message Handling System |
| ANS | : Air Navigation Services |
| ANSA | : Air Navigation Services Aruba N.V. |
| APA | : Aruba Ports Authority |
| AQM | : ANSA Quality Manual |
| ARO | : Air Traffic Services Reporting Office |
| ATC | : Air Traffic Control |
| ATCO | : Air Traffic Controller |
| ATFM | : Air Traffic Flow Management |
| ATIS | : Automatic Terminal Information System |
| ATM | : Air Traffic Management |
| ATS | : Air Traffic Services |
| BCPS | : Battery Charger and DC Power Supply |
| CANSNET | : Caribbean Air Navigation Services Network |
| CEO | : Chief Executive Officer |
| CGC | : Corporate Governance Code |
| CLA | : Collective Labor Agreement |
| CNS | : Communication, Navigation, Surveillance |
| CTR | : Control Zone |
| CUR/ACC | : Curacao Area Control Center |
| DC | : Direct Current |
| DCAA | : Department of Civil Aviation of Aruba |
| DC-ANSP | : Dutch Caribbean Air Navigation Service Provider |
| DMA | : Departamento Meteorologico Aruba |
| DME | : Distance Measuring Equipment |
| EFS | : Electronic Flight Strip |
| EPL | : English Proficiency Level |
| ETA | : Estimated Time of Arrival |
| FIR | : Flight Information Region |
| FTE | : Full-Time Equivalent |
| GP | : Glide Path |
| HQ | : Headquarters |
| HR | : Human Resources |
| ICAO | : International Civil Aviation Organization |
| ILS | : Instrument Landing System |
| IMC | : Instrument Meteorological Conditions |
| KPA | : Key Performance Area |
| KPI | : Key Performance Indicator |
| LOA | : Letter of Agreement |

| | |
|-------|--|
| LOC | : Localizer |
| MA | : Management Assistant |
| MAIA | : Manager AIA |
| MATC | : Manager ATC |
| MCA | : Marine Corps Aruba |
| MCAS | : Manager CNS/ATM Systems |
| MEVA | : Mejoras a los Enlaces de Voz ATS |
| MSLA | : Multilateral Service Level Agreement |
| NOTAM | : Notice to Airmen |
| OJT | : On-the-Job Training |
| OPS | : Operations |
| QMS | : Quality Management System |
| RTS | : Radio Transmitting Site |
| SATC | : Supervisor ATC |
| SID | : Standard Instrument Departure Route |
| SMS | : Safety Management System |
| SOP | : Standard Operating Procedure |
| SQO | : Safety & Quality Officer |
| S&Q | : SMS & QMS |
| STAR | : Standard Arrival Route |
| TIB | : Technical Instruction Book |
| UATS | : UPS Automatic Transfer Switch |
| UPS | : Uninterruptible Power Supply |
| VCS | : Voice Communication System |
| VHF | : Very High Frequency |
| VOR | : VHF Omnidirectional Radio Range |
| VMC | : Visual Meteorological Conditions |
| VRRS | : Voice Recording & Replay System |
| WAM | : Wide Area Multilateration |

2. ACTIVIY REPORT 2023

ANSA is in the process of closing the fiscal year 2023. Total departing flights¹ in 2023 (14,070) went up with 503 flights compared to 2022 (13,567), most of which are accountable to commercial flights. Total revenues in 2023 increased with Awg. 137,000 compared to 2022. The total revenues for 2023 compared for 98.86% to the Budget 2023, a negative difference of Awg. 111,000. Our main revenue assumption for 2023 was that the re-opening of the Aruban airspace for Venezuela would occur in the second quarter of the year. However, negotiations to lift the airspace closure are still ongoing.

During the first 8 months of 2023 our revenues were not up to par with the budgeted amounts. Sometimes even lower revenues were recorded than comparable months in 2022. The following factors contributed to the lower revenues:

- Although data from Aruba Tourism Authority (ATA) showed higher numbers in stay over tourism for 2023 compared to 2022, this didn't reflect in increased revenues for ANSA. AAA published an increased load factor for 2023 compared to 2022, even up to 95%. This is why the additional passengers did not affect the number of flights, which is the denominator for revenues for ANSA. Any occupancy greater than 95% should result in additional flights, and thus more revenues, which materialized from September 2023 onwards.
- In an effort to reduce operational expenses, as of March 2023 KLM has been using a different aircraft (Boeing 777 up to March 25, 2023, and A330 as of March 26, 2023), with a lower MTOW (Maximum Takeoff Weight) resulting in an average of US\$ 600.00 less revenue per (daily) flight.
- JetBlue Airways, the largest carrier for Aruba reduced their flights with 413 (26% less) from January to August 2023 compared to the same period of 2022. This resulted in Awg. 326,000 less revenue for the first 8 months of 2023.

As to the total expenses for 2023 compared to 2022, the figures were Awg. 194,000 higher. Primarily the difference lies in unforeseen expenses since a signing bonus was paid to employees as part of the CLA 2023-2024. Compared to the Budget 2023, the total expenses were Awg. 635,000 less. Large differences were recorded in general expenses (-Awg. 181,000), depreciations (-Awg. 68,000), personnel expenses (-Awg. 156,000) and unforeseen expenses (-Awg. 250,000).

The year 2023 closed with a profit of approximately Awg. 793,000 (un-audited). This is Awg. 57,000 lower compared to 2022. Compared to the Budget 2023, the profit is Awg. 525,000 higher. Thus, the year 2023 went better than expected.

ANSA closed the year 2023 with a liquidity position of Awg. 3.6 million. Due to delays in the execution of our planned investments during 2023, ANSA invested Awg. 785,000 less than budgeted, which had a positive impact on ANSA's liquidity position at the end of 2023.

By December 31, 2023, our overall collection rate (2015-2023) was 98.62% of all revenues from cash basis airlines and 99.95% of all commercial airlines. The collection rate of the cash

¹ I.e. departing flights billed by ANSA.

basis airlines is a bit lower due to write-offs of, among others, Insel Air Aruba (in 2017) and Insel Air International (in 2019).

In the below chart (figure 1) the total monthly and annual commercial departing flights can be observed as of the start of ANSA in January 2015 until February 2024. In observation of the monthly and total commercial flights for 2023, a slight improvement is seen compared to 2022. It is noteworthy that the pre-pandemic levels of 2019 were not reached. The first two months of 2024 look very promising though. It seems that ANSA has finally fully recovered from the aftermath of the pandemic.

| | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 |
|----------------|------|-------|-------|-------|------|-------|-------|-------|-------|-------|
| January | 1244 | 1053 | 1044 | 685 | 1206 | 1449 | 1218 | 1301 | 1559 | 1430 |
| February | 1204 | 975 | 946 | 649 | 1133 | 1223 | 1097 | 1066 | 1384 | 1265 |
| March | | 1121 | 1033 | 766 | 821 | 1253 | 1206 | 1144 | 1432 | 1400 |
| April | | 1111 | 1032 | 753 | 75 | 1162 | 1196 | 1188 | 1363 | 1393 |
| May | | 1024 | 1023 | 799 | 99 | 1104 | 1244 | 1109 | 1281 | 1388 |
| June | | 1006 | 1051 | 860 | 120 | 1145 | 1221 | 1072 | 1282 | 1398 |
| July | | 1107 | 1135 | 1008 | 346 | 1217 | 1396 | 1223 | 1389 | 1634 |
| August | | 1082 | 1087 | 986 | 363 | 1169 | 1324 | 1215 | 1283 | 1657 |
| September | | 964 | 945 | 848 | 303 | 1030 | 1223 | 1038 | 1126 | 1471 |
| October | | 1058 | 984 | 905 | 366 | 1069 | 1308 | 1109 | 1139 | 1543 |
| November | | 1098 | 1031 | 978 | 529 | 1128 | 1280 | 1196 | 1107 | 1556 |
| December | | 1293 | 1175 | 1127 | 731 | 1226 | 1413 | 1382 | 1337 | 1675 |
| TOTAL | 2448 | 12892 | 12486 | 10364 | 6092 | 14175 | 15126 | 14043 | 15682 | 17810 |
| AVG. PER MONTH | 1224 | 1074 | 1041 | 864 | 508 | 1181 | 1261 | 1170 | 1307 | 1484 |

Table 1: Commercial Departing Flights 2015-2024

The billing software (“Aviony”), implemented by the end of 2022, has been running for 15 months now. After some initial hiccups, the software is performing up to expectations. The flight information extracted from the EFS system does not always come in clean and needs to be adjusted. Flights with no departure time registered in the EFS system are daily occurrences. Still, with proper verification processes, ANSA is billing 100% of the flights to the respective airlines.

Since 2022 ANSA has intended to develop its own CGC in anticipation of regulation by the government in the near future, based on the fundamental principles of accountability, transparency and integrity. In early 2023, the government announced that the CGC-regulation would become effective on January 1, 2024. Therefore, the year 2023 was mainly used to gather and review relevant information related to the CGC. In October 2023 ANSA received the final draft of the CGC dated February 2023 that was prepared by the Committee Corporate Governance Aruba.

As to our HR activities, the training plan 2023 was implemented and covered all ANSA units. The training plan was in accordance with the training needs as indicated by the unit managers. In line with our cost control policy, ANSA continued to make use of the possibilities of online training and self-study. Furthermore, as part of our efforts to continuously motivate and

improve the performance of all the employees, the yearly personnel performance evaluations were carried out and 92% of the employees received a positive evaluation.

The ANSA website was revamped. This included the following: it was made mobile/tablet-friendly, a backup system was implemented, and a new user-friendly editing tool (Elementor) was purchased. In January, February, and March 2023 XA-Tech provided training sessions to the HR Officer on the procedures for maintaining and implementing modifications to the revamped ANSA website.

In anticipation of the retirement of 1 AIO in October 2023, ANSA proactively recruited 1 AIO in April 2023. Additionally, following the resignations of 1 ATCO in November 2022 and another ATCO in June 2023, and considering the future retirement of some ATCOs in the coming years, ANSA intended to hire 5 ATCOs. However, in the end only 2 ATCOs were hired, due mainly to the strict hiring criteria.

Based on feedback from employees regarding the performance evaluation system, and after consultation with the labor union (FTA), the following changes were implemented as of August 1, 2023:

1. The performance evaluation form that was previously comprised of three categories of evaluation criteria (performance of duties, responsibilities, and personal qualities), has been streamlined to two categories i.e. responsibilities and core competencies, each carrying a weight of 50%.
2. The personal qualities category has been renamed to core competencies and the original 18 personal qualities have been condensed into 8 new core competencies, encompassing the full spectrum of the previous 18 personal qualities.
3. The rating categories have been revised to provide a more comprehensive assessment framework.

These changes aim to enhance the efficiency and effectiveness of the performance evaluation system and were positively received by the employees.

The ANSA Handbook Employment Regulations includes a clear and detailed description of the rights and obligations of the ANSA employees. This handbook was further developed in 2023 and special attention was given to the description of the relevant procedures. After 7 months of negotiations, a new CLA 2023-2024 was signed in December 2023.

The Aruba air traffic state decree (“Landsbesluit luchtverkeer”) paragraph 15.1 requires ANSA to have a quality and safety management system in place to achieve an acceptable level of quality and safety regarding air traffic services.

In 2023 all elements of the SMS Manual were reviewed and revamped. This second edition of the SMS Manual was submitted to the DCAA for approval on March 6, 2024.

- The Safety Policy and Objectives have been improved in terms of clarity and completeness.
- Description of safety accountabilities and responsibilities are more detailed and focused on safety.
- Safety Risk Management has been rewritten as a mandatory process instead of a guidance.

- The safety reporting program has been updated to reflect new legislation and current practices and procedures.
- All Safety Performance Indicators and Safety Performance Targets have been updated to reflect the maturity of ANSA's SMS.
- A detailed process description of the management of change has been established instead of a guidance.
- A detailed process description to carry out internal audits has been established.
- Concrete safety promotion activities have been identified.
- An SMS implementation plan (2024-2026) has been developed.

During 2023, 7 incident reports and 75 general and hazard reports were submitted. The ANSA Incident Investigation Team investigated 3 incidents and 1 report regarding general inefficiencies. No serious incidents were reported. All investigations resulted in a report containing recommendations to prevent reoccurrence. For the first time, two voluntary reports were submitted reporting safety concerns and inefficiencies by peers. This is an indication that the reporting culture is improving.

The following reported incidents were not investigated:

1. IN23-03 is not an ATM incident that requires investigation. It contains information that the MATC has already acted upon.
2. IN23-04 is not an ATM incident that requires investigation, as it occurred on the apron where ANSA has no jurisdiction. AAA was informed of the report.
3. IN23-05 is not an ATM incident that requires investigation. ATC does not have control over private sailing vessels in the approach area.
4. IN23-06 is not an ATM incident that requires investigation. It was a transponder violation that needs to be investigated by the DCAA.

In regard to QMS, it is ANSA's goal that all operational units (ATC unit, AIA unit and CNS/ATM Systems unit) be ISO certified² by the end of 2024. The AQM describes all steps, projects and activities ANSA is planning to execute to achieve this goal. The first edition of the AQM was published on August 8, 2022. Since the publication thereof, ANSA's QMS was further developed and numerous QMS activities were implemented. According to requirement 9.3.1 of the ISO 9001: 2015 standard, top management shall review the organization's QMS, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness, and alignment with the strategic direction of the organization. In line herewith, it was deemed appropriate to review and evaluate ANSA's QMS after one year of implementation to determine how far we have come and what still needs to be done.

The management review process consisted of the following steps:

1. The operational unit managers and SQO were requested to prepare an evaluation memo of their unit related QMS activities based on an agreed upon template to standardize the reporting/documentation as much as possible.
2. The evaluation memos contain at least the following information:
 - a. Evaluation of all the actions described in the quality objective tables and the QMS roadmap of the AQM.

² ISO 9001:2015, the international standard specifying requirements for quality management systems, is the most prominent approach to quality management systems.

- b. Evaluation of the information contained in the KPIs table of the AQM.
- c. Proposal to update/revise/expand the quality objective tables included in the AQM based on the findings of the evaluation mentioned in a.
- d. Proposal to update/revise/expand the KPIs table included in subparagraph 9.1.1 of the AQM based on the findings of the evaluation mentioned in b.
- e. Proposal to update/revise/expand the QMS roadmap of the AQM based on the findings of the evaluation mentioned in a.
- f. With regard to the CNS/ATM Systems unit, a detailed performance report of the CNS/ATM systems was included.

Based on the findings of this QMS management review (finalized in September 2023) several improvements to ANSA's QMS and thus amendments to the AQM were identified. The second edition of the AQM dated December 12, 2023, incorporates all the amendments identified in said review, as well as an updated implementation plan.

In the framework of the Collaboration Agreement between ANSA and DC-ANSP, the working group that was established to coordinate implementation thereof met twice in 2023 with the following results:

- Joint project preparation and acquisition: ANSA shared its investment schedule with DC-ANSP, but no projects were identified that could have been prepared or acquired together.
- Training: parties shared their training needs and program for 2023, but no common training activities were identified.
- ATM systems interface: parties agreed to pursue this when DC-ANSP acquires a new ATM system in 2025.
- Joint mission flight inspection: parties agreed to pursue a formal (documented) cooperation in the first half of 2024. Although a documented cooperation does not exist, for many years parties have been cooperating by organizing the flight inspection missions of the nav aids³ in the same period and thus sharing the mobilization costs of the flight inspection aircraft.

A lot of effort was also put into the development and/or revision of the operating manuals for the operational units. ANSA revised the Tower Manual based on DCAA feedback and updates, it was sent to DCAA June 16, 2023, and is pending approval. Topics reviewed/incorporated in the revised Tower Manual were: emergency phases, NOTAM⁴/SNOWTAM⁵ management in the Tower, FRMS, non-prescribed separation (surveillance), SMS Manual, ANSA house rules, MEVA contingency plan, surveillance expansion hours, separation procedures, new wake turbulence category, JUMP-1 procedure, EFS guide, missing flight plan procedure, ships crossing the approach area and updated appendices. The revision of the CNS/ATM Systems Manual started in 2022, was finalized in March 2023 and was sent to DCAA for approval in April 2023.

³ Nav aids (i.e. navigational aids) are physical devices on the ground that aircraft can detect and fly to and include the VOR/DME and the ILS/DME.

⁴ A notice containing information concerning the establishment, condition or change in any aeronautical facility, service, procedure or hazard, the timely knowledge of which is essential to personnel concerned with flight operations.

⁵ A special series NOTAM given in a standard format providing a surface condition report notifying the presence or cessation of hazardous conditions due to snow, ice, slush, frost, standing water or water associated with snow, slush, ice or frost on the movement area of an aerodrome.

To improve the coordination between ANSA and DC-ANSP, special attention was given to the revision of the LOA between ANSA and DC-ANSP. To minimize the verbal coordination between Beatrix Tower and CUR/ACC, standard departure trials have been carried out since April 2023 and will continue until the new/revised LOA is implemented. During the trials various adjustments were made to improve the coordination between both ATC units, which will be included in the risk assessment. Besides the standard departure procedure, the following is being updated in the LOA: contingency procedures and SSR (Secondary Surveillance Radar) codes allocation. The contingency procedures contain contingency routes to and from Queen Beatrix International Airport within Curacao FIR which shall be used when CUR/ACC surveillance is out of service.

Training of ANSA's personnel to maintain and improve their competencies is of the utmost importance. Due to the expiration of the validity of the ICAO English Proficiency Level (EPL), several ATCOs got online EPL refresher training and took the Versant Aviation English exams in April 2023. The training was provided by World Wide Training & Translations. The refresher course 2023 was provided on the simulator. Various scenarios were created and at the end of each training, the ATCO was evaluated. All except for 1 ATCO passed the evaluation and had to retake the training. The main subjects were: emergency procedures, surveillance and procedural situations, the use of runway 29, and the use of phraseology. Verbal questions were also posed to the ATCOs during the training. The refresher course was completed June 1, 2023. The surveillance OJT for the ATCOs was completed August 13, 2023. The SATCs conducted the yearly proficiency checks on the ATCOs which were completed in October 2023. All ATCOs proficiency checks were satisfactory.

Geographical separation standards were created by a working group consisting of 3 ATCOs to illustrate and document the various options of geographical separation that can be used based on the geographical separations that were created by MovingDot in 2020. The first draft of the procedures was submitted in January 2024 and is being reviewed internally.

The following ATC related QMS activities were completed in 2023:

- Standard departure procedure proposal: April 2023.
- Development of process flow charts: May 2023.
- ATC surveillance hours memo: June 2023.
- Yearly assessment of documented information: July 2023.
- Missing and erroneous FPL comparative analysis procedures: July 2023.
- Yearly ATC QMS review and evaluation: July 2023.
- Proficiency check: October 2023.

The digital logbook project was finalized in May 2023. It was created in ANSA's AFAS Insite platform. Digitalization has various advantages, including increased efficiency, transparency, and faster decision-making when required. Intended users (ATC and AIA personnel) have direct access to the logbook information. The scope of this project was broadened to include shift change ("dienstruil") portal, redesign of the workflow for the various occurrence reports (incidents, emergency and general) and SharePoint link for the roster. Not being physically in the tower (or at the ANSA HQ), but still being able to read at all times what was written in the logbook and have an updated roster is one of the main advantages of this project.

To mitigate aeronautical data errors in ARO⁶ and assess the competency level of the AIOs, a data review was performed in September 2023. The data review is a comprehensive data analysis of the following type of ATS messages: NOTAMs, SNOWTAMs, flight plans transmitted and received, all other ATS related messages from the Aeronautical Fixed Station. The results were included in the proficiency checks for the AIOs.

These proficiency checks were conducted in September and November 2023 to assess if further training was required for the whole team or if individual remedial training was appropriate. The result was that 6 out of 8 passed the proficiency check satisfactorily and 2 required some improvement in specific areas by way of OJT. In November 2023 MAIA completed the ICAO Aeronautical Information Quality Management course.

In the context of the implementation of phase 2 of the ICAO required transition from AIS to AIM, ANSA and DC-ANSP signed an agreement for the provision of AIS services in April 2023 which includes cost sharing for the procurement of hardware and software necessary for the support of data-driven processes to improve the quality and availability of AIS products.

The following AIA related QMS activities were implemented/completed in 2023:

- Refresher training: May 2023.
- TopSky ATC line-cut: started in May 2023 and was put on hold pending renewal of the 40-hours support contract with Thales.
- Yearly assessment of AIA QMS related documented information: July 2023.
- Yearly evaluation of AIA related QMS activities: July 2023.
- Data reviews: September 2023.
- Proficiency check: September 2023.
- AIA Training Manual: started in October 2023 and is still ongoing.
- MSLA with aeronautical data originators: started in October 2023 and is still ongoing.
- AIA Manual update: started in October 2023 and is still ongoing.
- AIA human errors survey: started in November 2023 and is still ongoing.

To ensure the continuity of service of the WAM/ADS-B, TopSky AMHS and TopSky AIS systems, a 40-hour maintenance support contract with Thales was signed on July 1, 2022. The 40 support hours were exhausted by July 2023. A new offer was requested and received from Thales for another 40 hours of support. It is expected that a new contract will be signed in March 2024.

The following CNS/ATM Systems related QMS activities were implemented/completed in 2023:

- Develop measurement traceability procedures: April 2023.
- Finalize revision of CNS/ATM Manual: April 2023.
- Technical assessment VOR/DME: May 2023
- Develop process flow charts: started in May 2023 and was put on hold shortly thereafter.

⁶ The AIA unit consists of two sub-units, namely ARO and AIS. ARO is responsible for the validation of flight plans, ensuring accurate validation and the timely distribution thereof and the distribution and reception of ATS messages on the aeronautical telecommunication network, providing accurate and timely distribution of these messages. AIS is responsible for safeguarding accurate validation and timely publication of aeronautical data.

- Yearly assessment of documented information: June 2023.
- Yearly evaluation of CNS/ATM Systems related QMS activities: June 2023.
- Develop TIB ILS/DME: started in Q2 2023 and is still ongoing.
- Develop Investment plan 2024: October 2023.
- Renewal maintenance support contract with Thales: started in Q4 2023 and is still ongoing.
- Develop Spare Parts Management procedures: started in Q4 2023 and is still ongoing.
- Update Robust ATS Report: December 2023.

With respect to investment projects: in 2023 ANSA invested Awg. 1,073,984.72 in equipment, systems, and infrastructure, whereas Awg. 1,858,930 was budgeted (see table 1).

The following investment projects were awarded and/or (partially) implemented in 2023:

- Upgrade VCS⁷: this project was awarded in 2022. However, its implementation was delayed to July 2023 due to the global supply chain crisis. The site acceptance test (SAT) for this project has not been signed yet, as there are still some open items (i.e. technical issues) that have not been resolved to date. It is expected that this project will be finalized in the coming weeks.
- Renewal TopSky ATC hardware: this project which was initially awarded in March 2022 was postponed until 2023 due to the fact that the required hardware was not available on the market. This led to a broadening of the scope of the project where not only the hardware needed to be upgraded but also the TopSky ATC software. This project with its broader scope was finally awarded in January 2023 and implemented in June 2023.
- Robust ATS System: one UPS system, one UATS for the VHF radio transmitters at the RTS, and one new 10KVA UPS system for all ANSA's ATC equipment in the Tower building were purchased. The Robust ATS System has been a continuous project since 2018. The updated Robust ATS Report was finalized on December 28, 2023.
- Upgrade BEA VOR: this project was awarded in December 2022, and implemented in May 2023. During implementation several parts were identified as faulty. Meanwhile new parts have been purchased or repaired. The VOR will be back in service in May 2024.
- Upgrade ILS/DME: this project was also delayed because during its preparation phase it was discovered that the DME of the ILS needed replacement. In addition, a long lead time to manufacture parts and new equipment caused by the global supply chain crisis also contributed to the delay. It was awarded in October 2022 and implemented in May 2023.
- Aeronautical Charts Update: this project started in April 2023 and was completed in November 2023. The project entailed the execution of a terrain and obstacle survey, including verification of the geometric data and the processing of the data to update all the associated aeronautical procedures, charts and (coding) tables in the AIP. This was necessary to comply with national regulations and ICAO standards. The effective date of this AIP amendment was February 22, 2024.
- A/Cs: two new A/Cs for the VOR/DME shelter and one new A/C for the LOC shelter were purchased.

⁷ Cost sharing with AAA with a delay causes a negative amount for realisation in table 1.

- Furniture, Fixtures & ICT Assets: this includes the replacement of the FortiGate firewall hardware and software for the protection of all our ATS systems against cyber-attacks.
- Spare Parts: two WAM/ADS-B antenna's, several spare parts for the VOR/DME and the ILS/DME, two spare VHF radio receivers, one spare antenna for the Point 2 Point (P2P) microwave link and one new laptop to operate the DME of the VOR/DME system were purchased.
- New ATC Tower Annex ANSA Office Building: the initial expenses related to the long lease land application fee, location study by MovingDot and legal advice.
- Other Investments: the P2P microwave project was finalized in December 2023. Thanks to this project the TopSky AIS connection is now redundant, all ATM systems at the airport can be accessed from ANSA HQ for training or monitoring purposes, and all IP phones outside ANSA HQ are now connected through the microwave link.

| DESCRIPTION | BUDGET | REALISATION | BALANCE |
|--|-----------|--------------|---------|
| Upgrade Voice Communication System (VCS) | 13,355 | -22,214.81 | 35,570 |
| Renewal TopSky ATC Hardware | 389,000 | 356,476.14 | 32,524 |
| Robust ATS System | 178,400 | 154,606.28 | 23,794 |
| Upgrade BEA VOR/DME | 97,575 | 93,681.28 | 3,893 |
| Upgrade ILS/DME | 275,600 | 256,718.25 | 18,882 |
| TopSky AMHS/AIS Upgrade | 10,000 | 0.00 | 10,000 |
| Upgrade RTS and Glide Path Antennas | 75,000 | 0.00 | 75,000 |
| Aeronautical Charts Update | 155,000 | 92,050.18 | 62,950 |
| A/Cs | 10,000 | 3,249.00 | 6,751 |
| Furniture, Fixtures & ICT Assets | 55,000 | 51,216.00 | 3,784 |
| Spare Parts | 75,000 | 51,666.36 | 23,334 |
| New ATC Tower Annex ANSA Office Building | 500,000 | 16,496.98 | 483,503 |
| Other Investments | 25,000 | 20,039.06 | 4,961 |
| TOTAL (AWG.) | 1,858,930 | 1,073,984.72 | 784,945 |

Table 2: Investments 2023

3. ORGANIZATION

3.1 General

ANSA started the year 2024 with 42 employees because of the hiring of one 1 AIO in April 2023, the resignation of 1 ATCO in May 2023, the retirement of 1 AIO in October 2023, and the hiring of 2 ATCOs in August 2023. Moreover, on March 1, 2024, 1 ATCO was hired. Taking these personnel changes into account and considering that 3 ATCOs have reached the age of 60 and that it takes approximately 6-7 years to become a surveillance controller, ANSA will hire 2 more ATCOs in the third quarter of 2024. Additionally, ANSA will also hire a CNS/ATM Technician with comprehensive IT knowledge and experience who will commence employment on May 1, 2024. By incorporating such expertise internally, ANSA will obviate the necessity for outsourcing its IT management activities, thereby facilitating a reduction in operational costs. As of June 1, 2024, a new MA will be hired to replace the former MA who passed away in January 2024.

3.2 Organizational structure and manpower resources

The operational organizational structure is provided in Figure 1 below.

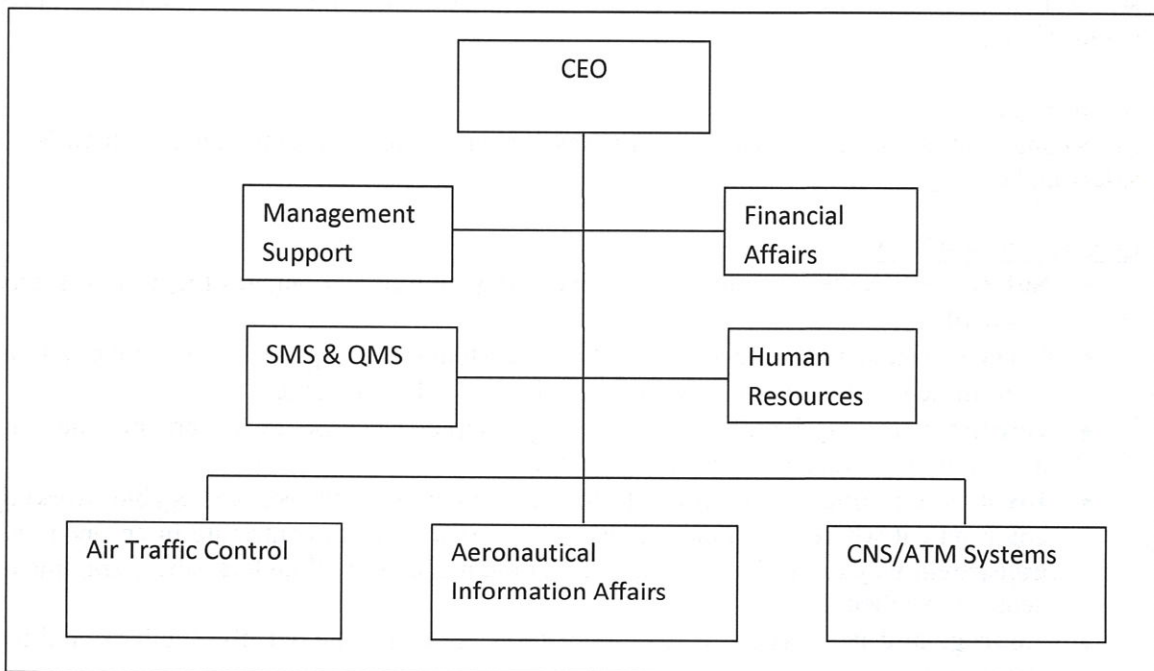


Figure 1: Organizational Structure ANSA

The CEO is the head of the ANSA organization and there is a Management Support consisting of 1 MA and 1 Administrative Assistant (2 staff). Other staff units are Financial Affairs (1 staff), Human Resources (1 staff) and S&Q (1 staff). The three operational units (ATC, AIA, and CNS/ATM Systems) are headed by their respective managers. All units have minimum but sufficient staffing levels in order to maintain cost-effectiveness.

The manpower resources available to ANSA are provided in Table 2 below. The information includes a comparison between January 1st of 2020, 2021, 2022, 2023 and 2024.

| UNIT/POSITION | FTEs 1-1-20 | FTEs 1-1-21 | FTEs 1-1-22 | FTEs 1-1-23 | FTEs 1-1-24 |
|--------------------|-------------|-------------|-------------|-------------|-------------|
| CEO | 1 | 1 | 1 | 1 | 1 |
| Management Support | 2 | 2 | 2 | 2 | 2 |
| Financial Affairs | 1 | 1 | 1 | 1 | 1 |
| S&Q | 1 | 1 | 1 | 1 | 1 |
| Human Resources | 1 | 1 | 1 | 1 | 1 |
| ATC | 24 | 23 | 22 | 21 | 21 |
| AIA | 10 | 10 | 10 | 10 | 10 |
| CNS/ATM Systems | 4 | 4 | 4 | 4 | 4 |
| ATCO trainee | 0 | 0 | 0 | 0 | 1 |
| TOTAL | 44 | 43 | 42 | 41 | 42 |

Table 3: Manpower Resources ANSA

3.3 Mission, Vision, and Core Values

Mission of ANSA

To make the best possible contribution to the economic development of Aruba by providing safe, efficient, and reliable Air Navigation Services to the aviation industry within the Beatrix Control Zone.

Vision of ANSA

To become one of the best providers of Air Navigation Services with the highest standards of safety and quality.

Core values of ANSA

- **Safety first:** ANSA promotes a positive safety culture and pursues the highest safety standards.
- **Service excellence:** works to satisfy its customers and partners by delivering on commitments and always looking for the best possible outcome.
- **Integrity:** strongly believes in the basic principles of corporate governance, namely accountability, transparency and integrity.
- **Involvement and motivation:** fosters a welcoming, diverse and stable working environment where all employees have the opportunity to contribute in an open and transparent way to the decisions that affect them and are willing to go the extra mile to achieve excellence.
- **Courage and innovation:** fosters innovation; we challenge ourselves, others, and the status quo.
- **Excellent professionals:** continuously invests in upgrading and development of its personnel.
- **Pioneering technology:** keeps track of technological developments and invests in new/state-of-the-art equipment.
- **Partnership:** fosters networks and/or joint efforts on national, regional, and international level.

3.4 Strategic Plan 2024-2026: KPAs, Objectives and KPIs

In the coming years (2024-2026) the operation of ANSA will focus on four Key Performance Areas (KPAs). These KPA's, together with the associated strategic objectives, Key Performance Indicators (KPIs) and strategic means to achieve those objectives are described in Table 3 below.

| KPAs | Strategic objectives | KPIs | Strategic means to achieve goals |
|--------|---|--|--|
| Safety | <p>ANSA's final safety objective is the reduction of incidents and prevention of accidents.</p> <p>Safety targets:</p> <ol style="list-style-type: none"> 1. Yearly percentage reduction of airproxes between IFR flights per annual aircraft movements. 2. 0 airproxes with risk of collision between IFR flights per annual aircraft movements. 3. Yearly percentage reduction of airproxes between IFR and VFR flights per annual aircraft movements. 4. 0 airproxes with risk of collision between IFR and VFR flights per annual aircraft movements. 5. 0 runway incursions per annual aircraft movements. 6. Yearly percentage reduction of ATC related missed approaches per annual aircraft movements. 7. 0 ATC related runway excursion per annual aircraft movements. 8. Reduction in the number of yearly reported deviations from ATC clearance and LOAs (DC-ANSP, AMU, APA, DMA). 9. 100 percent of ATCOs who have completed yearly refresher training. 10. 100 percent of AIOs who have completed yearly refresher training. 11. 100 percent of operational personnel who participated in yearly safety talks. | <ol style="list-style-type: none"> 1. Percentage of airproxes between IFR flights per annual aircraft movements. 2. Number of airproxes with risk of collision between IFR flights per annual aircraft movements. 3. Percentage of airproxes between IFR and VFR flights per annual aircraft movements. 4. Number of airproxes with risk of collision between IFR and VFR flights per annual aircraft movements. 5. Number of runway incursions per annual aircraft movements. 6. Percentage of ATC related missed approaches per annual aircraft movements. 7. Number of ATC related runway excursions per annual aircraft movements. 8. Number of yearly reported deviations from ATC clearance and LOAs (DC-ANSP, AMU, APA, DMA). 9. Percentage of ATCOs who have completed yearly refresher training. 10. Percentage of AIOs who have completed yearly refresher training. 11. Percentage of operational personnel who participated in yearly safety talks. 12. Percentage of ATCOs who have been subjected to yearly voice recording review on all work positions. 13. Percentage of ATCOs who have been subjected to yearly proficiency check on all work positions. 14. Percentage of AIOs who have been subjected to a yearly proficiency check. | <ul style="list-style-type: none"> - Continuously demonstrate commitment to safety by implementing and maintaining an SMS that complies with ICAO Annex 19 standards and recommended practices as well as national regulations. - Continually improve our safety performance through regular safety reviews, audits, and assessments. - Actively learn from incidents and from the analysis of data collected through our safety reporting system. - Provide the necessary resources and support to ensure the successful implementation and maintenance of our SMS. - Promote a positive/strong safety culture through comprehensive training, communication, and continuous engagement. - Continuously and systematically minimize the risks associated with our operations through robust hazard identification, risk mitigation and change management processes. - Promote and enforce compliance with the mandatory reporting program. - Foster open and transparent communication to encourage the voluntary reporting of safety concerns and hazards. - Continually assess whether our employees perform their tasks safely and effectively - Provide our employees with the necessary competency-based training, tools, and resources to perform their tasks safely and effectively. |

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| | <p>12. 100 percent of ATCOs who have been subjected to a yearly voice recording review on all work positions.</p> <p>13. 100 percent of ATCOs who have been subjected to a proficiency check on all work positions.</p> <p>14. 100 percent of AIOs who have been subjected to a yearly proficiency check.</p> <p>15. 100 percent of AIOs who have been subjected to a yearly data review.</p> <p>16. 100 percent compliance with the management of change procedure.</p> <p>17. 100 percent of safety recommended corrective actions implemented.</p> | <p>15. Percentage of AIOs who have been subjected to a yearly data review.</p> <p>16. Percentage of compliance with the management of change procedure.</p> <p>17. Percentage of safety recommended corrective actions implemented.</p> | <p>- Develop, implement, and maintain a QMS that complies with the ISO 9001 requirements.</p> |
| <p>Efficiency and quality of service</p> | <p>ANSA's final quality objective is to provide the highest degree of quality of service at the lowest possible cost to its customers and other interested parties.</p> <p>Quality targets ATC unit:</p> <p>1a. Less than 5% of flights experience departure delays.</p> <p>1b. Less than 5% of flights experience arrival delays.</p> <p>2. 100% of ATC personnel perform satisfactorily on all subjects.</p> <p>3. At least one instance of collaboration per year between ANSA and DC-ANSP.</p> <p>4. Gradually reduce the number of coordination-related reports submitted by both ANSA and DC-ANSP to 0.</p> <p>5. Yearly reduction in the number of times that the DCAA did not comply with the collaboration agreement.</p> | <p>ATC unit:</p> <p>1a. Percentage of flights that experience departure delays.</p> <p>1b. Percentage of flights that experience arrival delays.</p> <p>2. Percentage of ATC personnel who perform satisfactorily on all subjects.</p> <p>3. Number of times that ANSA and DC-ANSP have collaborated in a mutually beneficial way.</p> <p>4. Number of coordination-related reports submitted by both ANSA and DC-ANSP.</p> <p>5. Number of times that the DCAA did not comply with the collaboration agreement.</p> | <p>All operational units and S&Q unit:</p> <p>- Develop, implement, and maintain a QMS that complies with the ISO 9001 requirements.</p> <p>ATC unit:</p> <p>1. Facilitate efficient aircraft operations.</p> <p>- Improve coordination with Curacao ACC (see #4).</p> <p>- Implement competency-based training and assessment (see #2).</p> <p>- Implement ATFM.</p> <p>- Continually review and update the published IFP8 and VFR procedures.</p> <p>- Improve the data quality of Aruba in the Dutch Caribbean AIP (see AIA #3).</p> <p>- Maintain a high level of equipment availability (see CNS/ATM Systems #1).</p> <p>2. Maintain and enhance the level of competency for the ATC unit.</p> <p>- Implement competency-based training by providing refresher training (simulator and theoretical) on a yearly basis, as well as remedial training and training regarding new equipment/procedures when required.</p> |

⁸ IFP are used by aircraft flying in accordance with IFR.

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| | <p>Quality targets <u>AIA unit</u>:</p> <ol style="list-style-type: none"> 1. 100% of AIA personnel perform satisfactorily on all subjects. 2. Yearly reduction in the number of detected flight plan errors. | <p><u>AIA unit</u></p> <ol style="list-style-type: none"> 1. Percentage of AIA personnel who perform satisfactorily on all subjects. 2. Number of detected flight plan errors. 3a. Number of detected non-compliant data and or | <ul style="list-style-type: none"> - Implement competency-based assessment through yearly reviews of voice recordings, proficiency checks and performance evaluations. - Review and update ATC Training Manual. 3. Promote collaboration between ANSA and DC-ANSP by implementing the collaboration agreement between ANSA and DC-ANSP. 4. Improve coordination with CUR/ACC. - Minimize verbal coordination between ANSA and DC-ANSP by: <ol style="list-style-type: none"> a. Including standard clearances and standard releases in the LOA between ANSA and DC-ANSP. b. Implement the interface of the Flight Data Processing Systems (FDPS). - Mitigate non-compliance of the LOA between ANSA and DC-ANSP by both parties by: <ol style="list-style-type: none"> a. Enforcing the procedures for the monitoring of compliance, notification of noncompliance and corrective actions. b. Monitoring compliance via voice recording reviews. - Conduct a survey among the ATCOs of human errors in the Tower which can affect the coordination with DC-ANSP. 5. Promote collaboration between ANSA and DCAA. <ul style="list-style-type: none"> - Negotiate and implement a collaboration agreement that shall include: <ol style="list-style-type: none"> a. Timeframe for expeditious approval of documents. b. Procedures to involve ANSA prior to decision-making that will affect ANSA's operations. c. Procedures for the monitoring of compliance, notification of noncompliance, and corrective actions. d. Periodical meetings with DCAA. <p><u>AIA unit</u></p> <ol style="list-style-type: none"> 1. Maintain and enhance the level of competency for the AIA unit. - Implement competency-based training by providing refresher training on a yearly basis, OJTI training as |
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| | <p>3a. Yearly reduction in the number of detected non-compliant data and or publication method submitted for publication by data originators.</p> <p>3b. Yearly reduction in the number of errors introduced by DC-ANSP in published aeronautical information products.</p> | <p>publication method submitted for publication by data originators.</p> <p>3b. Number of errors introduced by DC-ANSP in published aeronautical information products.</p> | <p>well as remedial and training regarding new equipment and procedures when required.</p> <ul style="list-style-type: none"> - Implement competency-based assessment through yearly data reviews (flight plans and system database), proficiency checks and performance evaluations. - Develop an AIA Training Manual. 2. Mitigate flight plan errors (missing, erroneous and duplicate flight plans). <ul style="list-style-type: none"> - Implement cutting of the TopSky ATC line. - Make an analysis to determine the cause and extent of flight plan errors per aircraft operator (root cause analysis). - Develop and implement an action plan to mitigate flight plan errors. - Develop and implement procedures for the monitoring of flight plan errors. - Develop a survey form, conduct a survey among AIOs of human errors that might contribute to flight plan errors and analyze the results. 3. Ensure a high degree of aeronautical information and data quality⁹ in compliance with ICAO Annex 15, through the aeronautical information products being provided¹⁰. <ul style="list-style-type: none"> - Prepare, sign and implement an MSLA to establish the responsibilities of each data originator in accordance with ICAO Annex 15, Doc 10066 PANS-AIM and Doc 8126 AIS Manual. - Review and update the quality control procedures included in the AIA manual. - Maintain and enhance the level of competency for AIS Officer (see #1). |
|--|---|--|---|

⁹ Data quality: a degree or level of confidence that the data provided meet the requirements of the data user in terms of accuracy, resolution, integrity (or equivalent assurance level), traceability, timeliness, completeness, and format.

¹⁰These include: Aeronautical Information Publication (AIP), including Amendments and Supplements; Aeronautical Information Circulars (AIC); aeronautical charts; NOTAM; and digital data sets.

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| | <p>Quality targets CNS/ATM Systems unit:</p> <p>1a. Percentage of availability greater than 99.2% for each equipment.</p> <p>1b. Average percentage of availability greater than 99.2% for all equipment.</p> <p>S&Q unit:</p> <ol style="list-style-type: none"> 1. Yearly percentage increase of customers who are satisfied with ANSAs products and services. 2. Yearly reduction in the number of non-compliances with the ANSA document control procedures. 3a. Yearly percentage increase of personnel who are aware of the ANSA quality policy. 3b. Yearly percentage increase of personnel who are aware of their contributions to the effectiveness of the QMS. 4a. Yearly decrease in the number of LOA non-compliances by DC-ANSP and DMA. 4b. 100% ANSA and DCAA approvals of products provided by MovingDot and/or without any critical non-conformity. | <p>CNS/ATM Systems unit:</p> <p>1. Percentage of availability of the following equipment:</p> <ul style="list-style-type: none"> - VHF TX/RX Radios. - AMHS/AIS. - VCS. - VRRS. - D-ATIS. - MEVA. - VOR/DME. - ILS/DME. - WAM/ADS-B. - TopSky ATC. <p>S&Q unit:</p> <ol style="list-style-type: none"> 1. Percentage of customers who are satisfied with ANSAs products and services. 2. Number of non-compliances with the ANSA document control procedures. 3a. Percentage of personnel who are aware of the ANSA quality policy. 3b. Percentage of personnel who are aware of their contributions to the effectiveness of the QMS. 4a. Number of LOA non-compliances by DC-ANSP and DMA. 4b. Percentage of ANSA and DCAA approvals of products provided by MovingDot. 5a. The number of items that are subject of conducted internal audits. 5b. The number of audited items that are subject of top management review. | <p>CNS/ATM Systems unit:</p> <p>1. Maintain a high level of availability of CNS/ATM Systems as recommended by ICAO</p> <ul style="list-style-type: none"> - Ensure that maintenance of CNS/ATM Systems are performed conform the procedures set forth in the CNS/ATM Systems Manual and TIBs. a. Review and update the CNS/ATM Systems Manual. b. Develop Facility TIBs. c. Develop CNS/ATM Systems Training Manual. - Extend the 40-hours maintenance support agreement with Thales. - Ensure availability of critical spare parts. a. Develop spare parts management procedures. b. Update spare parts list. c. Update the Robust ATS Report. d. Procure critical spare parts. - Purchase and install parts to put VOR back into service. - Develop investment program to ensure safe and efficient ATS. <p>S&Q unit:</p> <ol style="list-style-type: none"> 1. Improve customer satisfaction. - Develop and implement an external QMS communication plan. - Develop and implement procedures to monitor and measure customer satisfaction. - Implement all actions to achieve the final quality objective described above. 2. Ensure that documented information required by QMS is available, suitable for use, where and when it is needed, and adequately protected. - Develop and implement document control procedures. 3. Promote awareness among ANSA's operational personnel of the QMS and their contribution to the effectiveness thereof. |
|--|--|--|--|

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| | <p>5a. Yearly increase in the number of items that are subject of conducted internal audits.</p> <p>5b. Yearly increase in the number of audited items that are subject of top management review.</p> | | <ul style="list-style-type: none"> - Develop and implement QMS training and awareness program. - Develop and implement internal communication plan. - Conduct QMS survey among personnel. <p>4. Ensure that the received products and services from the external providers are of the required quality standard.</p> <ul style="list-style-type: none"> - Conduct performance evaluation of: <ul style="list-style-type: none"> • MovingDot. • DC-ANSP. • DMA. <p>5. Ensure that information is provided on whether the QMS conforms to the requirements of the ISO 9001 standard and is effectively implemented and maintained.</p> <ul style="list-style-type: none"> - Provide ISO 9001:2015 Internal Auditor Training to the CEO, unit managers and S&Q unit. - Develop internal audit program and procedures. - Conduct internal audits at planned intervals. - Conduct management review at planned intervals. - Update AQM at planned intervals. - ISO certification. |
| <p>Productivity</p> | <p>ANSA 's final productivity objective is to increase productivity of ATC.</p> <p>Productivity targets:</p> <ol style="list-style-type: none"> 1. Yearly percentage increase of ATCOs who achieve a positive performance evaluation. 2. Yearly percentage increase of ATCOs who are satisfied with their job. 2. Yearly reduction in the number of days on sick leave per ATCO. 3. Yearly increase in the number of aircraft movement per ATCO. 4. Yearly increase in the maximum number of aircraft handled per hour in VMC conditions. | <ol style="list-style-type: none"> 1. Percentage of ATCOs who achieve a positive performance evaluation. 2. Percentage of ATCOs who are satisfied with their job. 3. Number of days on sick leave per ATCO. 4. Number of aircraft movement per ATCO. 5. Maximum number of aircraft handled per hour in VMC conditions. 6. Maximum number of aircraft handled per hour in IMC conditions. | <ul style="list-style-type: none"> - Implement competency-based assessment and training on a yearly basis. - Periodically review and update the employee performance evaluation system. - Implement Job satisfaction program. - Enhance working environment. - Implement program of organizational culture change. - Implement Team Resource Management (TRM). |

| | | | |
|--------------------|--|--|---|
| Cost-effectiveness | <p>5. Yearly increase in the maximum number of aircraft handled per hour in IMC conditions.</p> <p>ANSA's final cost-effectiveness objective is to keep operational expenses as low as possible in order to comply with ICAO's cost-based principle related to the ANS charge.</p> <p>Cost-effectiveness targets:</p> <ol style="list-style-type: none"> 1. Yearly reduction in operational expenses per aircraft movement. 2. Yearly reduction in operational expenses as percentage of revenues. | <ol style="list-style-type: none"> 1. Operational expenses per aircraft movement. 2. Operational expenses as percentage of revenues. | <ul style="list-style-type: none"> - Implement cost control program. - Effective billing and collection policy. |
|--------------------|--|--|---|

Table 3: *KPIs, Objectives and KPIs*

4. INVESTMENTS

4.1 Investment Policy Principles

ANSA features different CNS and ATM equipment that are essential for the provision of ATS. This equipment is critical for the aviation industry and needs to be maintained, upgraded and/or replaced to guarantee continuous operation of the equipment. With properly functioning CNS/ATM equipment, ANSA is able to provide ATS at an optimum level within the Beatrix CTR.

ANSA's investment policy for 2024 will be primarily based on the following principles:

- Focus will be on safety, efficiency, and quality of service.
- The needs and interests of airlines will be factored in as much as possible.
- All investments will be funded with ANSA's own cash flow.
- Investment decisions are based on cost-benefit analysis.

4.2 Investment Plan 2024-2026

The investment plan 2024-2026 is provided in Table 4 below and was developed in accordance with the principles mentioned in paragraph 4.1. In 2024 ANSA will invest Awg. 1.9 million. The most important investments that will be implemented in 2024 are the following:

- Robust ATS System.
- TopSky AMHS/AIS Upgrade.
- Review and Redesign Instrument Flight Procedures 2024.
- New ATC Tower Annex ANSA Office Building (preparation phase).

| DESCRIPTION | 2024 | 2025 | 2026 | TOTAL 2024 - 2026 |
|---|------------------|------------------|------------------|----------------------|
| Robust ATS System | 125,000 | 1,600 | 6,600 | 133,200 |
| TopSky AMHS/AIS Upgrade | 350,000 | | | 350,000 |
| Review and Redesign Instrument Flight Procedures 2024 | 350,000 | | | 350,000 |
| Upgrade WAM/ADSB System 2025 | | 500,000 | | 500,000 |
| Updates on Magnetic Variation on all Charts 2025 | | 30,000 | | 30,000 |
| A/Cs | 10,000 | 10,000 | 10,000 | 30,000 |
| Furniture, Fixtures & ICT Assets | 10,000 | 10,000 | 10,000 | 30,000 |
| Spare Parts | 75,000 | 75,000 | 75,000 | 225,000 |
| New ATC Tower Annex ANSA Office Building | 980,000 | 2,000,000 | 2,000,000 | 4,980,000 |
| Other Investments | 25,000 | 105,000 | 25,000 | 155,000 |
| TOTAL (AWG.) | 1,925,000 | 2,731,600 | 2,126,600 | 6,783,200 |

Table 4: Investment Plan 2024-2026

4.3 Description of Investment Projects 2024

A. Robust ATS System

The main objective of the project Robust ATS System is to ensure a reliable ATS system that is less prone to unserviceability through the implementation of recommendations outlined in the Report Robust ATS System. Said recommendations are updated yearly.

The recommendations cover the following facilities, equipment, and parts:

- the WAM/ADS-B system;
- the TopSky ATC system;
- UPSs, batteries, and communication equipment for the different facilities.

For the year 2024 the project Robust ATS System includes the purchase of:

- a. A new BCPS for the RTS and RK (Radio Room) including new batteries. The BCPS is needed to charge the batteries for DC Power Supply for the VHF Transmitter and Receiver Radios. In case of power failure, the VHF radios will automatically switch to DC power provided by the batteries of the BCPS. The current BCPS at RTS and RK date back to 1989 and are long overdue for replacement. To guarantee service continuity it is essential to have the BCPS replaced. However, research is ongoing to find out if it is an ICAO requirement that all transmitter and receiver radios for ATS are to be provided with a DC back-up power. If this is not the case, then the scope of this project will change to purchase a redundant UPS system with an automatic transfer switch for the transmitter radios at the RTS. This set-up will provide the transmitter radios with AC back-up power until AAA's generator kicks in. The receiver radios in the RK are already provided with AC back-up power from our main 10 KVA UPS system in the Tower building.
- b. New batteries for the BCPS of the nav aids. The LOC/GP/DME and VOR/DME have their own built-in BCPS. The new batteries are to replace the current old (5 years) batteries. Current batteries will reach their end of life in 2024. New batteries are needed to guarantee the continuity of service of the LOC/GP/DME and the VOR/DME.
- c. New batteries for the MEVA¹¹ generator. The batteries are needed to start the generator to provide AC power for the MEVA equipment, IT switches and fiber optic converters in case of power outages. Current batteries will reach their end of life in 2024. New batteries are needed to guarantee continuity of service.

This project will be implemented in the first (see c.) and third quarter (see a. and b.) of 2024.

¹¹ The MEVA 3 VSAT Network (MEVA) is a private, for ATS purpose, voice and data satellite communication network between the U.S.A., the Central American states, the Caribbean states and the South American states. The states connected on the MEVA exchange important ATS data, like Flight Plans, weather information and NOTAMs (Notice to airmen). The voice communication feature of the MEVA, which is a telephone service, is used to coordinate ATS between the states.

B. TopSky AMHS/AIS Upgrade

The TopSky AMHS/AIS system was acquired in 2017 and is used for flight planning, ATS messages¹² and NOTAM/SNOWTAM management. Since its installation in 2017 no hardware or software upgrade has been performed on the AMHS/AIS system.

This project includes:

- a. Renewal of 3 Operator Position PCs and 1 Technical Position PC.
- b. Software update with the latest software version. The software update is needed for optimal performance of the system.
- c. On-site installation and integration in the AMHS/AIS system by Thales as this is a complex system.
- d. On-site technical refresher training on the AMHS/AIS system by a Thales instructor. ANSA's technicians lack the know-how to perform technical troubleshooting on the AMHS/AIS system.
- e. Optional: renewal of 2 System Servers PC and 2 NAS (Network Attached Storage) Servers. Depending on the pricing, these will also be renewed.

This project will be implemented in the second quarter of 2024.

C. Review and Redesign Instrument Flight Procedures 2024

ICAO Doc 8168 states that published flight procedures shall be subjected to a periodic review, including validation (flight check) to ensure that they continue to:

- comply with changing criteria;
- confirm continued adequate obstacle clearance; and
- meet user requirements.

The maximum interval for this review is five years. ANSA's last review was performed in 2019 and is due for another review in 2024.

In line with our strategic objectives (see paragraph 3.4), this year ANSA aims to further improve the operational efficiency of our airspace users, as well as the overall safety within the Beatrix CTR by redesigning the instrument¹³ and visual approach procedures¹⁴. MovingDot's proposal was sent to ANSA in November 2023 and was approved in January 2024. The project implementation started in January 2024 and will be finalized in November 2024.

The scope of work of the project entails:

1. Stakeholders' meetings/surveys to gather their input and feedback.
2. Feasibility study and Concept of Operations (including the impact of ANSA's navaid rationalization plans).

¹² ATS messages allow the exchange of planning, coordination, and alerting information between aviation stakeholders. ATS message types: Alerting (ALR), Radio communication failure (RCF), Filed flight plan (FPL), Delay (DLA), Modification (CHG), Flight plan cancellation (CNL), Departure (DEP), and Arrival (ARR).

¹³ Instrument approach: an approach and landing using instruments for navigation guidance based on instrument approach procedure.

¹⁴ Visual approach: an approach by an Instrument Flight Rules (IFR) flight when either part or all of an instrument approach procedure is not completed and the approach is executed in visual reference to the terrain.

3. Redesign, including a safety assessment, for the instrument approach procedures.
4. Redesign, including safety assessment, for the visual approach procedures to remove the dependencies on ABA and BEA VORs.
5. ICAO compliance check for all the aeronautical charts available for Queen Beatrix International Airport (new and old), including a safety risk assessment.
6. Analysis of the use and rationalization of the ICAO 5 Letter Name Code (5LNC) used in the Beatrix CTR charts, including updates of the corresponding charts if necessary.
7. Support during flight validation and DCAA approval process.

D. A/Cs

This relates to replacement investment of ACs for the nav aids shelters and MEVA room. Most of the nav aids and MEVA equipment dissipate a lot of heat. Therefore, all the nav aids shelters, and the MEVA equipment room are equipped with two ACs (redundancy). The ACs are required to prevent the nav aids and MEVA equipment from overheating and ensure continuity of operation of said equipment. The A/Cs will be purchased when needed.

E. Furniture, Fixtures & ICT Assets

These are yearly replacement investments for unforeseen worn-out capital goods, to ensure continuity of operation and service. Furniture, fixtures, and ICT assets will be purchased when needed.

F. Spare Parts

It is essential to have spare parts on site or promptly available to ensure the continuity of service of the CNS/ATM systems.

Already identified:

- The current 30-inch surveillance monitor dates to 2018 and there is no spare available on site. Thus, a spare surveillance monitor will be purchased in June 2024.

Other spare parts will be purchased when needed.

G. New ATC Tower Annex ANSA Office Building

The main objectives of this project are the following:

- To centralize all ANSA operations at one location to improve efficiency and quality of service.
- For ATC to have a better view on the main and general aviation apron.
- To eliminate office rental costs (estimated costs for 2024 are Awg. 217,500).
- The building could be used as collateral for credit facilities or loans on favorable terms.

This project consists of two phases, namely: the preparation phase and the construction phase. The preparation phase is planned to be implemented in 2024 and includes:

- Acquisition of a terrain (leasehold land) from the Government of Aruba. A formal request has been submitted and is pending approval.

- Hiring an external company to design the building, prepare the specifications document, construction drawings as well as any other documentation necessary for the invitation to tender, and manage the tendering process.
- Award the construction project to a contractor.
- Hiring an external company that will be responsible for the construction.

The construction phase will be implemented in 2025 and 2026 and includes:

- Construction of the new ATC Tower annex ANSA office building, including electrical installation, plumbing, data communication installation and other works still to be identified.

5. OTHER PROJECTS

In this chapter the projects that are not considered investments will be described separately for each organizational unit of ANSA. These projects are mentioned in the Roadmap of ANSA for 2024.

5.1 Air Traffic Control

A. Revision Tower Manual

An ICAO compliance check of the Tower Manual will be carried out in the third quarter. Based among other things on the results thereof, the Tower Manual will be reviewed and updated in the last quarter of 2024. Some of the topics to be included are: updated shift and position handover procedures, updated safety reporting procedures and revised LOAs.

B. Tower Training Manual

ANSA submitted the updated Training Manual on October 24, 2018, and is awaiting DCAA's feedback or approval.

C. Surveillance Training Program

Certification of 1 surveillance trainee is expected to be completed in December 2024.

D. English Proficiency Training and Exam

In April 2024, 10 ATCOs will renew their validity of the English Proficiency Level. During the hiring process the new "ATCO candidates" will receive an English proficiency training and exam, which requires a passing level of 4.

E. Proficiency Checks and Refresher Course for ATCOs

From June until November 2024 proficiency checks will be conducted by the SATCs while the ATCOs are working. The proficiency check form will be updated to increase its effectiveness as a competency-based assessment tool and to reflect more of the daily and operational tasks of the ATCO, such as ATIS input and system management.

A refresher course is scheduled to take place in June 2024. A survey will be conducted in March to confirm the subjects desired to be handled during the refresher course. Additional topics that will be handled in the simulator are lessons learned from incident reports, runway 29, and tower and surveillance scenarios for runway 11 and 29.

F. Revision of LOA between ANSA and DC-ANSP

The revised LOA between ANSA and DC-ANSP will be implemented in Q2 2024. A risk assessment will be part of the process.

G. VFR Procedures

VFR procedures for arriving and departure flights were drafted, reviewed and a final version was sent to DCAA in February 2022. These procedures are for when there are arriving VFR flights which are subject to hold due to multiple IFR/VFR arriving flights and are also meant to sequence the VFR traffic in an orderly flow. A safety assessment was submitted to DCAA in June 2022. On December 21, 2023, DCAA notified ANSA that the safety assessment of June 2022 was incomplete. Consequently, a revised safety assessment was sent to DCAA in February 2024 and is pending approval.

H. Geographical Separation Standards

The first draft of the procedures was submitted in January 2024. After completion of the final version, it will be sent to DCAA for approval (April 2024).

I. QMS ATC Unit

With regard to the ATC unit related QMS, the following activities will be implemented:

- ATFM (on hold opening of Aruba's airspace for Venezuela).
- Flight procedures update: January-November 2024.
- Refresher training: June 2024.
- Remedial training (when required).
- Training regarding new equipment/procedures (when required).
- Training survey (at the end of each training).
- Voice recordings review: March-May 2024.
- Proficiency checks: May 2024.
- Performance evaluations: October 2024.
- Update ATC Training Manual: Q4 2024.
- Update LOA between ANSA and DC-ANSP: Q1 and Q2 2024.
- LOA compliance monitoring: Q3 2024.
- ATC Human Errors Survey: November 2023 - April 2024.
- Collaboration agreement between ANSA and DCAA: Q4 2024.
- ICAO compliance check of Tower Manual: Q3 2024.
- Update SOP between Beatrix Tower and Beatrix Approach: Q3 2024.
- Update SOP between ANSA and MCA: Q4 2024.
- Update LOA between ANSA and APA: Q2 2024.
- Update LOA between ANSA and DMA: Q3 2024.
- Yearly assessment of ATC QMS related documented information: Q2 2024.
- Yearly evaluation of ATC related QMS activities: Q2 2024.

5.2 CNS/ATM Systems

A. Training Activities

MCAS and the CNS/ATM Systems technicians will take the following training courses in 2024:

Technicians:

- refresher OJT on the AMHS/AIS system (Q2 2024)
- ATSEP (Air Traffic Safety Electronics Personnel) Basic course (for one new technician: Q3 2024);

MCAS:

- Basic ISO 9001 training (April 2024)
- ISO 9001 Internal auditor training (April 2024)
- ICAO Safety Management online training (TBD)
- ICAO SMS for Practitioners online training (TBD)

B. Flight Validation of Nav aids and Redesigned Flight Procedures

To assure signal accuracy in the air and to comply with the ICAO recommendations described in ICAO Annex 10 Volume 1 and ICAO Doc 8071, ANSA's nav aids (BEA VOR/DME and ILS/DME) should be calibrated, and flight inspected annually. The ILS/DME was satisfactorily flight inspected in May 2023 by "Radiola Aerospace". Unfortunately, the VOR/DME was not fixed in time to be flight inspected in May 2023. Repair works are still being carried out on the VOR/DME for it to be ready for operation and the next flight inspection mission, which is scheduled for May 2024.

The flight validation of the redesigned flight procedures will also be carried out in May 2024 by "Radiola Aerospace", right after the flight inspection of the nav aids.

C. CNS/ATM Systems Manual

The CNS/ATM Systems Manual contains a detailed description of all the processes, procedures and instructions that are essential for the maintenance of CNS/ATM systems for the provision of safe and efficient ATS in the Aruban airspace. The CNS/ATM Systems Manual is updated yearly (April 2024). As part of this manual, ANSA will develop TIBs for all its facilities. This process started in July 2022, but was not finalized in 2023 as initially planned due to heavy workload and other priorities.

The new planning for the development of the TIBs is as follows:

- TIB ILS/DME (March-April 2024)
- TIB VOR/DME (March-April 2024)
- TIB WAM/ADS-B (May 2024)
- TIB TopSky ATC (May 2024)
- TIB VCS/VRRS (June 2024)
- TIB VHF TX/RX Radios (June 2024)
- TIB TopSky AMHS/AIS (July 2024)
- TIB ATIS (July 2024)
- TIB Supporting facilities (July 2024)

D. Calibration Test Equipment

To ensure that all test equipment used for maintenance of CNS/ATM systems are accurate and available for the continuity of measurement capability, this test equipment need to be calibrated

against the standards on a yearly interval. The process of sending all the test equipment to a certified laboratory in Miami to be calibrated takes place in the 2nd quarter of each year. This year ANSA will also send the Portable ILS Receiver (PIR) for calibration to its manufacturer (INDRA USA). The PIR is used for ground measurements of both the ILS and the VOR signals and needs to be calibrated every four years.

E. Collaboration Agreement between ANSA and DC-ANSP

The working group will continue to explore opportunities to further strengthen the cooperation on the prioritized areas of collaboration (see chapter 2).

F. QMS CNS/ATM Systems Unit

With respect to QMS of the CNS/ATM Systems unit, the following activities will be implemented:

- Update CNS/ATM Manual: March-April 2024.
- Develop Facility TIBs: March-July 2024.
- Develop CNS/ATM Training Manual: August-October 2024.
- Extend maintenance support agreement: March 2024.
- Develop spare parts management procedures: April 2024.
- Update spare parts list: April 2024.
- Procure critical spare parts: April-June 2024.
- Put VOR back into service: May 2024.
- Develop ANSA's investment plan as part of the yearly budgeting process: Q4 2024.
- Develop CNS/ATM process flow charts: April 2024.
- Yearly assessment of CNS/ATM QMS related documented information: Q1 2024.
- Yearly evaluation of CNS/ATM related QMS activities: Q2 2024.

G. CANSNET

The CANSNET project is the new (aviation) voice and data communication network which will be replacing the aging MEVA 3 VSAT voice and data communication network (MEVA 3). Same as the MEVA 3, the CANSNET will be a private, for ATS purposes, voice and data communication network between the U.S.A., the Central American states, the Caribbean states, and the South American states.

Below is a brief description of the project timeline:

- Tendering phase for CANSNET, prepared and executed by ICAO (July-December 2023)
- Evaluation phase by ICAO and CANSNET member states (January-April 2024).
- Award by member states (April 2024).
- Contract negotiation between winning bidder and member states (April-June 2024).
- Project implementation (July-December 2024)
- CANSNET operational (January-February 2025)
- Cut over from MEVA 3 to CANSNET (March 2025)

H. Refurbishing RTS and ILS Antenna Masts

To guarantee the continuity of service of the VHF radios at the RTS, the LOC and the GP/DME, rigorous maintenance will be performed on the RTS antenna mast, the LOC antenna mast and the GP/DME antenna mast (May-August 2024). The maintenance works will include:

- Wire brushing of the antenna mast to eliminate rust.
- Where necessary replace rusted bolts and nuts.
- Apply primer paint to the antenna masts.
- Apply paint to the antenna masts.

5.3 Aeronautical Information Affairs

A. Training Activities

In order to refresh and upgrade all AIOs to understand and execute all work procedures uniformly and meet the required proficiency standards, a refresher course will be given to all AIOs in July-September 2024. If deemed necessary, as part of the refresher course, a follow-up self-training program will take place from September till November 2024. MAIA will participate in the AIS publication/NOTAM specialist course (Q3 2024) and attend the ICAO AIM Task Force workshop in July 2024.

B. Transition from AIS to AIM

The main objective of the AIS to AIM transition is to enhance the process of data distribution in terms of quality and timeliness. This will contribute to improved safety, increased efficiency, and greater cost-effectiveness of the air navigation system. Derived objectives can be structured per step as defined in the ICAO Roadmap document.

In 2024 the focus of phase 2 of the AIS to AIM transition will be on the implementation of new products and services to support the provision of new terrain and obstacle data sets which can be imported in electronic displays (aerodrome mapping and electronic aeronautical charts). The following new products and services will be implemented:

- AIXM: the establishment and maintenance of a database where digital aeronautical data from a State is integrated and used to produce current and future AIM products and services is the main step in Phase 2 of the transition to AIM.
- Unique identifiers: improvements to the existing mechanisms for the unique identification of aeronautical features are required to increase the effectiveness of information exchange without the need for human intervention.
- Aeronautical information conceptual model: defining the semantics of the aeronautical information to be managed in terms of digital data structures is essential for introducing interoperability.

C. AIA Manual

The current manual was submitted on January 18, 2018, to the DCAA and it was approved on May 28, 2019. The review and update thereof will be finalized in May 2024. Topics to be included are: new flight plan procedures in connection with the TopSky ATC line-cut, new quality control procedures, new reporting procedures and an update of mandatory logbook entries.

D. Data/Info of Aruba in the Dutch Caribbean AIP

To ensure the Aruba data quality, accuracy and integrity in the AIP, a complete review will be performed in 2024 by the AIS Officer under the supervision of MAIA. All the data originators will be involved in this process. Moreover, DC-ANSP will restructure the Dutch Caribbean AIP to make it more user-friendly by separating the data sets of each participating member.

E. ICAO Task Force for the Implementation of AIM 2024-2025

During the first meeting of the Air Navigation Implementation Working Group (ANI/WG), it was agreed to activate the AIM Task Force (AIM/TF), with the following responsibilities:

- support and make more efficient the implementation activities of AIM in accordance with the roadmap for the transition from AIS to AIM;
- improve the processes and coordination among States, Territories, and international organizations;
- offer to the regional planning groups and States practical guidance and advice for the development of implementation strategies of AIM;
- propose the tasks that must be done and the corresponding implementation schedule;
- update and report its progress to the ANI/WG based on the plan of action for these tasks.

Approval from the DCAA was granted to MAIA to form part of the AIM/TF. The task force is pending ICAO for the activities and timeline for 2024-2025.

F. Compliance Check of LOA with Airlines Representatives

An LOA was signed between ANSA and the ground handlers' operations in September 2021 to establish procedures for the coordination and validation of flight plans and associated ATS messages to achieve an orderly and expeditious process. The LOA also contains procedures aimed at safeguarding the required competency level of the ground handlers' operations officers. A compliance check will be carried out in July-August 2024. If deemed necessary, ANSA will provide training to the ground handlers' operations officers (September 2024).

G. QMS AIA unit

As to the AIA unit related QMS, the following activities will be implemented:

- Refresher training: Q3 2024.
- Remedial training (when required).
- Training regarding new equipment/procedures (when required).
- Training survey (at the end of each training).
- Data reviews: Q2 2024.
- Proficiency checks: Q3 2024.
- Performance evaluations: October 2024.
- Develop AIA Training Manual: October 2023 - April 2024.
- TopSky ATC line-cut to mitigate flight plan errors: Q1 2024.
- Root cause analysis, action plan and monitoring procedures flight plan errors: Q2 2024.
- AIA human errors survey: November 2023 - April 2024.

- MSLA with aeronautical data originators: October 2023 - April 2024.
- Update quality control procedures: Q1 2024.
- AIA Manual Update: October 2023 - April 2024.
- Yearly assessment of AIA QMS related documented information: Q2 2024.
- Yearly evaluation of AIA related QMS activities: Q2 2024.

5.4 Financial Affairs

The Financial Controller provides the monthly Financial Statements, which include the Balance Sheet, Profit & Loss, Budget Comparison figures, Cash Flow Report, investment progress report, the Accounts Receivable statuses (debtor list with collection percentages for Commercial Credit and Commercial Cash Basis airlines) and the notes with an explanation of the figures including statistical charts. Once a year the Annual Budget is prepared, and this budget is then divided into appropriate monthly figures to be used in the comparison analyses with the actual monthly figures.

To date ANSA has closed 8 years, successfully audited, and duly presented to the Supervisory Board and the Minister concerned. By the end of May 2024, the Financial Report for the closed 2023 fiscal year should be ready. Plus Accountants has been hired to audit ANSA's figures (revenues, expenses, accruals, balances etc.) and procedures, which process will start on March 25, 2024. The necessary confirmations will be requested from the different parties and reconciliations will be provided to facilitate the verification of the final figures.

From April to December 2024 ANSA will focus on the implementation of the CGC, in anticipation of the introduction of legislation by the government. In March, based on the draft CGC of February 2023, a proposal will be submitted to the Supervisory Board for approval. This proposal will include:

- An overview of the prescribed elements of the CGC that will be implemented by ANSA.
- A timeline for the implementation.
- An explanation and substantiation of the prescribed elements that ANSA does not intend to comply with.

5.5 Human Resources

The training plan 2024 was approved on November 22, 2023, and will be implemented in 2024. In this regard, ANSA will continue to take advantage of online training opportunities. The yearly performance evaluation of all ANSA personnel will take place in 2024 as well. The Handbook Employment Regulations will be updated and finalized in Q2 2024, while the job descriptions for all positions at ANSA will be reviewed and updated in Q3 2024 to reflect the current responsibilities of the employees more accurately.

ANSA's website will be updated with new information (e.g. status update on important projects, new policy paper, monthly ANSA statistics and events). As to the new CLA 2025-2027, it is expected that the negotiations will start in Q4 2024.

Regarding the recruitment of new personnel, the hiring process of 1 CNS/ATM Technician started in January 2024 and should be finalized by May 1, 2024, whereas the hiring of 2 ATCOs

that started in February 2024 will be finalized by August 1, 2024. The hiring of 1 MA started in February 2024 and is expected to be finalized by June 1, 2024.

5.6 SMS & QMS

The following SMS activities will be implemented or coordinated by the SQO. These include yearly recurring activities.

- Update reporting forms to be able to ensure compliance with the new national regulation on reporting obligations of ATCOs: February-March 2024.
- Update AFAS workflow to ensure compliance with said regulation: March 2024.
- Implement safety policy: March 2024.
- Create anonymous report link on ANSA website: March 2024.
- Walkthrough operational areas: March 2024.
- Include execution of safety recommendations in SMS roadmap: March 2024.
- Conduct safety survey to assess the safety culture: March-April 2024.
- Evaluate the safety Culture: March-April 2024.
- Hazard log implementation: March-April 2024.
- Hazard identification template implementation: March-April 2024.
- Internal auditor training: April 2024.
- Develop SMS audit program: April-May 2024.
- Safety talks: May-June 2024.
- Populate ANSA SMS SharePoint with safety reports: June 2024.
- Create a yearly calendar for safety promotion activities: July 2024.
- Procedures to avoid potential conflict of interest to accommodate 2 ATCOs as SQOs: July-August 2024.
- Safety communication materials: Q3 2024.
- Safety training: August-October 2024.
- Safety review operational units: Q4 2024.

The SQO will implement or coordinate the following QMS activities. These include yearly recurring activities.

- Develop document control procedures: February-March 2024
- Develop QMS communication plan: March-April 2024.
- Develop procedures to monitor and measure customer satisfaction: April 2024.
- Develop QMS Training and awareness program: April 2024.
- QMS personnel survey: April 2024.
- Performance evaluation of the external providers: April 2024.
- Internal auditor training: April 2024.
- Develop QMS audit program: April-May 2024.
- Yearly evaluation SQ QMS activities: Q2 2024.
- Perform QMS audits: May-June 2024.
- Management review of QMS: Q3 2024.
- Update AQM: Q4 2024.
- ISO certification: Q4 2024.

6. CONCLUDING REMARKS

2023 was the third year of post pandemic recovery and our financials show that ANSA performed better than expected, in terms of profit and cash flow position. From September to December monthly revenues were consistently higher than budgeted, but overall total revenues lagged behind. It should also be pointed out that in 2023 air traffic volume did not reach the pre pandemic levels. Moreover, our cash flow was positively impacted by delays in the implementation of several investments. Nevertheless, based on all the accomplishments, projects, and activities, it is safe to say that 2023 was a successful year.

So far, for the current year 2024 all the figures are positive. On the one hand, total revenues for the first 2 months are Awg. 275,499.46 over the budget (January +Awg. 132,873.17 and February +Awg. 142,626.29). On the other hand, total expenses are Awg. 135,527.77 under the budget (January -Awg. 38,821.17 and February -Awg. 96,706.60). Consequently, the profit for the first 2 months of the year is Awg. 411,027.23 higher than budgeted (January +Awg. 171,694.34 and February +Awg. 239,332.89). ANSA's cash flow position has also improved considerably, from Awg. 3,636,030.83 on December 31, 2023, to Awg. 4,360,824.48 on February 29, 2024. Both closed months and the mid-month figures for March 2024 promise a very good year for ANSA, if the trend continues.

Despite these positive developments, ANSA is still being confronted with several challenges and risks that are beyond our control:

1. We need to keep in mind the global uncertainties and challenges: a) globally inflation is still historically high, although it is decreasing in most regions, in the midst of unwinding supply-side issues and restrictive monetary policy; b) the war in Ukraine; c) escalating tensions in the Middle East; and d) volatile oil prices. It is not clear how and to what extent these will impact international tourism.
2. The post pandemic overheated travel demand ("revenge travel" and "catch up travel") is starting to normalize.
3. Strong competition from Southern European countries and several other Caribbean destinations.
4. The Venezuelan border has been closed for five years and there is no clarity as to when it will be opened for air traffic.
5. Imported inflation in combination with local factors, such as the tight labor market, the recent increase of the minimum wage, possible wage increases in the public sector, and the planned additional taxation of tourists, will put additional upward pressure on wages, prices and the cost of doing business in Aruba.

Yet, we are hopeful that with the support and cooperation of all employees, our Supervisory Board and stakeholders, we will overcome these challenges and that 2024 and beyond will be positive years for ANSA.

From the contents of this paper, it can be concluded that ANSA's projects and activities for 2024 are primarily aimed at enhancing safety, improving quality of service, efficiency, productivity and cost-effectiveness, promoting accountability, transparency, and integrity, ensuring financial stability, and complying with or exceeding international standards. To achieve this, ANSA will make the necessary investments to safeguard continuity of service and support ANSA's strategic objectives. Moreover, ANSA will focus on the performance and well-being of employees. Furthermore, special attention will also be given to the revision of

LOAs and SOPs with our partners, the updating of operational manuals and the implementation of SMS, QMS and CGC.

Attached is the Roadmap of ANSA, which contains a general overview and timetable for the projects of ANSA for 2024.

