March 13, 2026

# ANSA POLICY 2026

## Contents

# 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
CAP : Corrective Action Plan
CAST : CNS/ATM Systems Technician
CEO : Chief Executive Officer
CGC : Corporate Governance Code
CLA : Collective Labor Agreement
CNS : Communication, Navigation, Surveillance
CSP : Cybersecurity Plan
CST : Cybersecurity Team
CTR : Control Zone
CUR/ACC : Curacao Area Control Center
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
FD : Facility Documentation
FIR : Flight Information Region
FTE : Full-Time Equivalent
GP : Glide Path
HQ : Headquarters
HR : Human Resources
ICAO : International Civil Aviation Organization
ICP : Internal Control Procedures
ICT : Information and Communication Technology

IFP : Instrument Flight Procedures
IFR : Instrument Flight Rules
ILS : Instrument Landing System
IMC : Instrument Meteorological Conditions
IP : Internet Protocol
IPS : Investment Policy Statement
ISMS : Information Security Management System
ISP : Internet Service Provider
IT : Information Technology
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
NIST : National Institute of Standards and Technology
NOTAM : Notice to Airmen
OCC : Operations Control Centre (OCC)
OJT : On-the-Job Training
OJTI : On-the-Job Training Instructor
PBX : Private Branch Exchange
QMS : Quality Management System
QMT : Quality Management Team
RTS : Radio Transmitting Site
SAT : Site Acceptance Test
SATC : Supervisor ATC
SB : Supervisory Board
SMS : Safety Management System
SOP : Standard Operating Procedure
SQO : Safety & Quality Officer
S&Q : SMS & QMS
SRB : Safety Review Board
TB : Terabyte
UPS : Uninterruptible Power Supply
USB : Universal Serial Bus
VCS : Voice Communication System
VFR : Visual Flight Rules
VHF : Very High Frequency
VOR : VHF Omnidirectional Radio Range
VMC : Visual Meteorological Conditions
VRRS : Voice Recording & Replay System
WAM : Wide Area Multilateration

# 2. ACTIVITY REPORT 2025

**Financial Affairs**

ANSA is in the process of closing the fiscal year 2025. Total departing flights in 2025 (16.088) went up with 478 flights compared to 2024 (15.610), most of which are accountable to commercial flights. Total revenues in 2025 increased with Awg. 187,000 compared to 2024. Total revenues for 2025 amounted to 99.2% of the Budget 2025, representing a shortfall of Awg. 84,000. Our main revenue assumption for 2025 was a continuation of the increase in flights/revenues of 2.5% seen in the last quarter of 2024 (trend-break from very encouraging first nine months of 2024 at 16.7% increase) into the entire year of 2025.

Throughout 2025, ANSA experienced fluctuations in revenues compared to the budget, with some months exceeding the budget and others falling short. The highest budget overachievement occurred in November at 103.27%, while the lowest was in September at 90.79%. These fluctuations resulted in an overall shortfall of 0.8% against the annual budget. Compared to 2024, revenues from ANS charges increased by 1.5% in 2025, representing an additional Awg. 162,000.

Noticeable changes during 2025 were the following:

- Total commercial flights increased by a net 455 flights over the year.
- Caribbean traffic grew by a net 253 flights, primarily involving smaller aircraft. The increase was driven by Aruba Airlines (+60), Divi Air (+171), and Windward Islands Airways (+131), generating an additional ANS charge of approximately Awg. 96,000.
- Flights from the United States rose by approximately 180 flights. Although Spirit Airlines reduced its operations by over 100 flights, growth from United Airlines (+97), JetBlue Airways (+57), and American Airlines (+44) contributed to the overall increase.
- European flights decreased by roughly 90 flights, largely due to British Airways ceasing operations to Aruba (-52) and TUI Airlines reducing flights (-45). This reduction led to a lower ANS charge from the region, estimated at approximately -Awg. 231,000 compared to 2024.

With regard to total expenses for 2025 compared to 2024, expenditures were Awg. 556,400 higher. Of this increase, Awg. 555,700 was attributable to personnel expenses. The primary driver of this rise was the newly signed CLA for the 2025-2027 period, effective January 1, 2025. When compared to the 2025 budget, however, total expenses were Awg. 630,700 lower than projected. Significant variances were recorded in accommodation expenses (-Awg. 79,000), general expenses (-Awg. 318,000), depreciations (-Awg. 154,000), personnel expenses (+Awg. 300,000), and unforeseen expenses (-Awg. 379,000).

The year 2025 closed with a profit of approximately Awg. 1,241,100 (un-audited). This is Awg. 369,400 less compared to 2024. Compared to the Budget 2025, the profit is Awg. 546,000 higher. Thus, the year 2025 went much better than expected.

ANSA closed the year 2025 with a liquidity position of Awg. 5.9 million. Due to delays in the execution of our planned investments during 2025, ANSA invested Awg. 1,048,000 less than budgeted, which had a positive impact on ANSA's liquidity position at the end of 2025.

As of December 31, 2025, the overall collection rate for the period 2015-2025 amounted to 98.78% for cash-basis airlines and 100.04% for commercial airlines. The slightly lower collection rate for cash-basis airlines is primarily attributable to write-offs related to, among others, Insel Air Aruba (2017), Insel Air International (2019), and JetAir Caribbean (2024). By February 9, 2026, 100% of the 2025 ANS charge revenues from commercial airlines had been collected, with total receipts reaching 100.21% due to minor overpayments. Similarly, 100% of the 2025 ANS charge revenues from cash-basis airlines were collected by February 13, 2026.

Table 1 below presents the total monthly and annual commercial departing flights from January 2016 through January 2026. An analysis of the monthly and total commercial flight movements for 2025 shows an increase of 455 flights compared to 2024, representing a modest growth of approximately 3%.

| | 2026 | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| January | 1388 | 1308 | 1244 | 1053 | 1044 | 685 | 1206 | 1449 | 1218 | 1301 | 1559 |
| February | | 1186 | 1204 | 975 | 946 | 649 | 1133 | 1223 | 1097 | 1066 | 1384 |
| March | | 1393 | 1328 | 1121 | 1033 | 766 | 821 | 1253 | 1206 | 1144 | 1432 |
| April | | 1247 | 1245 | 1111 | 1032 | 753 | 75 | 1162 | 1196 | 1188 | 1363 |
| May | | 1201 | 1121 | 1024 | 1023 | 799 | 99 | 1104 | 1244 | 1109 | 1281 |
| June | | 1214 | 1158 | 1006 | 1051 | 860 | 120 | 1145 | 1221 | 1072 | 1282 |
| July | | 1323 | 1249 | 1107 | 1135 | 1008 | 346 | 1217 | 1396 | 1223 | 1389 |
| August | | 1281 | 1239 | 1082 | 1087 | 986 | 363 | 1169 | 1324 | 1215 | 1283 |
| September | | 1015 | 1051 | 964 | 945 | 848 | 303 | 1030 | 1223 | 1038 | 1126 |
| October | | 1126 | 1113 | 1058 | 984 | 905 | 366 | 1069 | 1308 | 1109 | 1139 |
| November | | 1182 | 1141 | 1098 | 1031 | 978 | 529 | 1128 | 1280 | 1196 | 1107 |
| December | | 1344 | 1272 | 1293 | 1175 | 1127 | 731 | 1226 | 1413 | 1382 | 1337 |
| Total | 1388 | 14820 | 14365 | 12892 | 12486 | 10364 | 6092 | 14175 | 15126 | 14043 | 15682 |
| Average per month | 1388 | 1235 | 1197 | 1074 | 1041 | 864 | 508 | 1181 | 1261 | 1170 | 1307 |

*Table 1: Commercial Departing Flights 2016-2026*

During 2025, continuous coordination took place with the developers of the billing software, Aviony, to further enhance the system and improve its user-friendliness. The agreed software updates were implemented in January 2026, and an updated user manual is currently pending from the developers. Through the application of various thorough verification and control processes, ANSA once again successfully achieved 100% billing of all flights to the respective airlines in 2025.

The introduction of the CGC law, originally scheduled to enter into force on January 1, 2024, was subsequently postponed to January 1, 2025, and has since been deferred again to an unspecified future date. It is currently anticipated that the new implementation date may fall in Q1 2027. Key CGC documents, including the Whistleblower Policy, Risk Management Policy, Code of Conduct and Integrity, Internal Risk Management and Control Procedures, Management Board Regulations, SB Regulations, and ANSA's revised Articles of Association, were finalized and delivered by The Galan Group of Curaçao in August 2025, in anticipation of forthcoming government legislation.

As to the other financial activities, the Monthly Budget 2025 was presented to the SB on March 4, 2025. The Monthly Budget allows a comparison of the budgeted figures with actual figures (revenues and expenses) of the general ledger accounts on a more detailed/monthly level based on expected occurrences during the year.

The year 2025 started with the closing of the financials 2024. The audit by Reliant Corporate Finance and Accountancy (RCFA) started in February 2025. A Prepared by Client list (PBC list) prepared by the auditor with numerous requests for documents/reports/reconciliations was presented beforehand. This PBC list formed the guideline throughout the entire process of auditing. On May 15, 2025, the Annual Report 2024 with a signed Independent Auditors' Report was presented to the SB for approval. In accordance with ANSA's Articles of Association, on May 30, 2025, a copy of the approved and signed Annual Report was officially presented to the Minister of Transportation.

The monthly financial statements, accompanied by explanatory notes, were presented to the SB. These reports include the Balance Sheet (YTD current year compared to previous year), Profit & Loss (current month and YTD compared to previous year), Profit and Loss (current year and YTD compared to the budgeted figures), Accounts Receivable status, Cash Flow, and an update on the actual invested amounts compared to the budgeted investments. Additionally, statistical charts provide insights into airline performance, tracking flights and revenue trends throughout the year.

In preparation for the Interim Audit 2025, RCFA presented the Management Inquiries and Information Request on September 18, 2025. Subsequently, on September 26, 2025, RCFA requested that ANSA provide a status update on the 2024 IT audit findings and Management Report. The PBC list for the Interim Audit 2025 was thereafter submitted to ANSA on October 6, 2025.The primary objective of the Interim PBC list for 2025 was to obtain comprehensive financial information, including the approved budget and investment plan, as well as documentation relating to the investment cycle, purchasing cycle, sales cycle, payroll cycle, and financial reporting and closing cycle. The Interim Audit placed particular emphasis on the investment cycle, in addition to reviewing the sales and payroll cycles. The Interim Audit was officially concluded on January 29, 2026.

Preparations for the Budget 2026 started in October 2025, with a final draft presented to the SB on November 28, 2025. During the meeting on December 5, 2025, the SB promptly granted approval.

In line with the objective of strengthening the separation of duties between the Financial Controller and the Management Assistant, an OJT program for the Management Assistant was initiated in January 2025 and is scheduled for completion in June 2026.

**Human Resources**

With regard to our HR activities, the Training Plan 2025 was fully implemented and encompassed all ANSA units. The plan was aligned with the training needs identified by the respective unit managers. In accordance with our cost-control policy, ANSA continued to make effective use of online training opportunities and self-study programs.

Furthermore, as part of our ongoing efforts to motivate staff and enhance overall performance, the annual personnel performance evaluations were conducted. In 2025, 95% of employees received a positive evaluation, reflecting a notable improvement compared to 85% in 2024.

In line with ANSA's commitment to maintaining clear and consistent employment conditions, as well as to continuously enhancing these conditions in a financially responsible and sustainable manner, the new Collective Labor Agreement (CLA) for the period 2025-2027 was signed with FTA on August 29, 2025.

To further optimize the use of AFAS software in supporting HR processes, the work-from-home workflow was successfully implemented in AFAS on June 2, 2025. This enhancement facilitates flexible work arrangements for both managers and support staff.

**SMS & QMS**

ANSA is required by local regulations (specifically paragraph 15.1 of the "Landsbesluit luchtverkeer") to establish and maintain a quality and safety management system in order to ensure an acceptable level of quality and safety in the provision of ATS.

To ensure that all personnel are fully aware of ANSA's strategic objectives and senior management's commitment to both systems, the Safety Policy and Quality Policy have been formally promulgated. As of August 2025, framed copies of these policies are prominently displayed at all operational sites, serving to reinforce management's commitment and actively support the continuous promotion of safety and quality objectives throughout the organization.

During 2025, the QMT convened eight times, while the SRB met twice. In preceding years, the SRB had been largely inactive due to a sustained period of minimal safety occurrences. This reduction in safety events was primarily attributed to the implementation of the ANSA surveillance system, the introduction of Standard Instrument Departures (SIDs) and Standard Terminal Arrival Routes (STARs), and the closure of the Venezuelan border. As a result, safety-related matters during that period were effectively managed jointly by the CEO, SQO, and MATC, without the need to formally activate the SRB. In October 2025, the SRB was reactivated and has since been meeting on a monthly basis. The reactivation was intended to review and update existing SMS procedures and to actively involve all organizational units in the SMS framework, thereby strengthening safety governance and enhancing safety awareness across ANSA.

The S&Q unit was initially staffed by two ATCOs who combined their operational ATC duties with S&Q responsibilities. However, this arrangement was not approved by the DCAA due to the potential conflict of interest. Consequently, one SQO was reassigned to the S&Q unit on a full-time basis, while the second officer resumed a fully operational ATCO role and provides support to the S&Q unit as needed.

To ensure that the two newly appointed SQOs were adequately prepared for their responsibilities, the following specialist training courses were completed in 2025:

- Training Instructor Course: completed by the dedicated SQO in May 2025.
- Incident Investigation Training: completed by both SQOs in June 2025.
- Safety Management for Practitioners: completed by both SQOs and the MATC in July and December 2025, respectively.
- Training Developers Course: completed by the dedicated SQO in September 2025.
- Human Factors: Threat and Error Management (TEM) & Team Resource Management (TRM): completed by the dedicated SQO and the MATC in October 2025.

In addition, all operational personnel received recurrent safety training during 2025, ensuring continued competence and awareness of safety responsibilities.

The performance of the ANSA QMS was assessed and reported in the QMS Management Review 2025, with the following key conclusions:

- Action implementation: Significant progress was made in 2025 on the 53 reviewed actions; however, several actions remain incomplete or not fully implemented.
- Quality objectives: Of the 11 quality objectives eligible for evaluation, 7 were achieved in 2025, resulting in an overall QMS effectiveness rate of 63.6%.
- ATC Unit: Operations were impacted by the Taxiway Rehabilitation Project; nevertheless, both departure and arrival delay rates remained well below the 4% threshold, demonstrating strong performance under normal operating conditions.
- AIA Unit: Significant improvements were achieved in reducing flight plan errors, although the unit remains exposed to inaccuracies from external data providers.
- CNS/ATM Systems Unit: High equipment availability was maintained throughout the year, with 15 of 16 (sub)systems achieving availability rates exceeding 99.2%.

ANSA applies a continuous improvement process, as outlined in the SMS Manual, to monitor performance and evaluate the effectiveness of safety enhancements. Although the SMS Manual is still pending DCAA approval, ANSA chose to proactively conduct the SMS review to assess the overall effectiveness of the system. The main conclusions of the 2025 SMS review are as follows:

- All four SMS framework components have been formally implemented; however, certain elements have not yet reached full maturity.
- Delays in DCAA approval of the SMS Manual, combined with the extended sick leave of the former SQO, impacted the timely development and implementation of several elements.
- Nevertheless, substantial progress was achieved during 2025 in advancing these outstanding areas, particularly in the domains of Safety Audits, Safety Training across all operational units, and Safety Communication. These elements were further strengthened throughout 2025 and are scheduled for full implementation in 2026.
- Overall, the SMS has continued to mature, particularly through continuous monitoring of safety risk management, safety assurance via measurement and performance monitoring, and safety promotion through increased awareness and an improved safety reporting culture.
- Based on the defined Safety Performance Targets (SPTs), it can be concluded that 12 of the 17 SPTs were achieved for 2025. This results in an SMS effectiveness rate of 70.6%, indicating that the majority of the safety objectives were achieved. Implementation of the outstanding SMS activities is expected to further enhance overall SMS effectiveness.

In terms of safety reporting, ANSA recorded 4 emergency reports, 101 incident reports, and 90 general and hazard reports in 2025. This marks a significant increase in compliance with the safety reporting program, reflecting the successful promotion of a positive safety culture, enhanced awareness initiatives, and adherence to the legal reporting obligations established under local legislation.

Of the reported incidents, 33 were reviewed to confirm the absence of significant safety concerns, assess the effectiveness of existing procedures, and justify the decision not to initiate full investigations. Seven incidents were formally investigated by the ANSA Incident

Investigation Team, none of which were classified as serious. These reviews and investigations produced a total of 30 recommendations: 20 have been fully implemented, 5 are currently being implemented, and 5 are scheduled for implementation in 2026 due to time constraints and dependencies on other corrective actions completed during 2025.

In 2025, a hazard log and corresponding template were developed to support structured safety risk management. This tool was implemented effective January 1, 2026, and will be used to document the complete risk assessment process, including hazard identification, likelihood and severity assessment, risk classification, mitigation measures, and monitoring actions.

Regarding QMS, ANSA's initial objective was to achieve ISO 9001:2015 certification for all operational units (ATC, AIA, and CNS/ATM Systems) by the end of 2025. To support this goal, an Internal Audit Program was established to assess compliance and readiness for certification. However, due to delays in conducting the audits and the nature of the findings, initiating the certification process within the planned timeframe was not feasible. The execution phase of the internal audits was completed on October 9, 2025, with the reporting phase finalized on November 19, 2025. Corrective actions are now being implemented and are expected to be completed by Q2 2026.

Procedures for monitoring and measuring customer satisfaction were developed in Q3 2025. As part of this initiative, a customer satisfaction survey was designed and subsequently submitted for review. The survey was formally approved by the QMT in November 2025 and is now in the process of implementation.

Recognizing the significant overlap between the SMS and QMS, and to optimize the use of available resources, ANSA adopted an integrated approach to its communication strategy. An Integrated SMS & QMS Communication Plan (SQCP) was developed to address both internal and external stakeholders, ensuring consistent messaging, enhanced engagement, and alignment with ANSA's safety and quality objectives. The SQCP was formally approved by the QMT in November 2025.

For the same reasons, a similar integrated approach was applied to assessing organizational culture. The QMS Personnel Survey was combined with the Safety Culture Survey to create the Safety & Quality Culture Assessment Survey (SQCAS) to assess organizational culture, awareness, and engagement related to safety and quality. Following an internal review, the SQCAS was formally approved by the QMT in November 2025. The survey was launched in December 2025 and remained open through the first week of February 2026 to allow sufficient time for participation and response collection.

**Air Traffic Control**

To further enhance coordination between ANSA and DC-ANSP, ongoing efforts have been dedicated to revising the existing LOA between the two organizations. In order to reduce the need for verbal coordination between Beatrix Tower and CUR/ACC, standard departure trials were conducted and will continue until the revised LOA is formally implemented. In addition to the standard departure procedures, the LOA update also includes new contingency procedures and the allocation of SSR (Secondary Surveillance Radar) codes. The contingency procedures define specific contingency routes to and from Queen Beatrix International Airport within the Curaçao FIR, which will be applied in the event of partial or total disruption of ATS provided by CUR/ACC within the FIR.

Runway Change Procedures were developed in Q2 2025 to ensure a safe, orderly, and efficient transition between runways-in-use. The procedures define coordination requirements, ATS system configuration, traffic flow management, ground movement adjustments, and post-change monitoring to minimize operational risk and maintain continuity of service.

Ensuring that ANSA's personnel receive continuous training to maintain and enhance their competencies is paramount. Due to the expiration of the validity of the ICAO English Proficiency Level (EPL), 1 ATCO got online EPL refresher training and took the Versant Aviation English exam in April 2025. The online training was provided by World Wide Training & Translations and exams were conducted at ANSA HQ.

The 2025 refresher course was conducted in June at ANSA HQ, comprising both theoretical and a simulation session. A pre-course survey was conducted to gather input from ATCOs. The theoretical component covered key topics such as the LOA between ANSA and APA, separation standards, and common operational mistakes. Simulator scenarios were developed based on incident reports filed by ATCOs. At the end of each session, the ATCOs were assessed through an online mastery test and all participants passed. An evaluation survey was conducted after the course to gather ATCO feedback and assess the course's effectiveness.

Additionally, an online refresher training course for OJTIs was conducted from September 15-19, 2025, and was delivered by TTCAA. This training ensures that all OJTIs remain current and compliant with the requirement to complete a refresher course every three years.

The SATCs conducted the annual proficiency checks for all ATCOs, which were completed in October 2025. All proficiency checks were assessed as satisfactory. Following the completion of these checks, the Proficiency Check Form was reviewed and updated in Q4 2025. It was subsequently renamed the Competency-Based Assessment Form, to better reflect its emphasis on evaluating ATCOs' demonstrated skills, knowledge, and ability to perform tasks in accordance with defined competency standards.

A Collaboration Agreement between ANSA and DCAA was drafted and internally reviewed in Q4 2025. Effective collaboration between the DCAA and ANSA is essential to ensuring the continued safety and quality of air navigation services. ANSA intends to operate within a structured and documented collaborative framework through which applicable quality, compliance, operational, and oversight controls are established and maintained. The agreement clearly defines the respective roles, responsibilities, authorities, and governance arrangements, thereby ensuring that all applicable regulatory and quality management requirements are consistently satisfied.

The ANSA ATS Contingency Plan in connection with Military Activity was developed in December 2025 at the request of the DCAA. The draft document was subsequently shared with DC-ANSP for review and feedback. Following incorporation of their input, the document was finalized and formally submitted to the DCAA on December 22, 2025.

The following ATC related QMS activities were implemented/completed in 2025:

- Revision of the LOA between ANSA and DMA: January 2025.
- Review and evaluation of ATC related QMS activities: February 2025.
- Assessment of ATC QMS related documented information: February 2025.
- Revision of the LOA between ANSA and APA: March 2025.
- Voice recording reviews: June 2025.

- The first draft of the revised ATC Training Manual was developed and circulated to the ATCOs for review and input: Q3 2025.
- Proficiency checks: October 2025.
- The Tower Manual was updated to ensure continued compliance with the applicable ICAO Annexes and Doc 4444 requirements: Q4 2025.
- The SOP between Beatrix Tower (TWR) and Beatrix Approach (APP) was updated: Q4 2025.

**Aeronautical Information Affairs**

The Manager AIA and AIS Officer participated in the 6th DC-ANSP AIM User Meeting (Aruba, BES, Curaçao, Sint Maarten, and the Dutch Military), held in Curaçao on August 21, 2025. This meeting was instrumental in strengthening regional stakeholder collaboration, improving aeronautical data quality, and ensuring continued alignment with AIM processes, regulatory compliance, and data integrity requirements. Key discussions included updates on the AIM transition process, analysis of recurring aeronautical data and flight plan (FPL) errors, and identification of improvement opportunities. A major outcome of the meeting was the review of the updated Service Level Agreement (SLA), with the objective to finalize and re-sign the agreement for the 2026-2028 period following stakeholder review. In addition, an AIM Portal Workshop was conducted to introduce the new digital AIM Portal, designed to streamline aeronautical data submission, enhance traceability, and centralize coordination with AIM.

As part of our ongoing efforts to enhance coordination of flight planning processes, ANSA completed compliance checks in 2025 on all active LOAs and Flight Plan Management Agreements with airline representatives. The agreements with General Air Services N.V. and Swissport for commercial airline operations, as well as the newly signed 2025 agreement with JET-TNCA for general aviation, were found to be fully compliant. These agreements effectively govern the management of flight plans and associated ATS messages, clearly defining digital filing procedures, authorized personnel requirements, competency assurance, and contingency arrangements. The successful compliance outcomes confirm that the agreements are properly implemented.

To ensure that all AIOs apply operational procedures consistently and meet the required proficiency standards, ANSA delivered a structured ARO[1] Refresher Course in August 2025. The training focused on essential core competencies, covering:

- NOTAM/SNOWTAM procedures, based on ICAO Annex 15 (AIS), Doc 8126 (AIS Manual), and Doc 10066 (PANS-AIM).
- Flight Plan processing, including ICAO Doc 4444, Appendix 2.
- Human Factors, with emphasis on error prevention and operational reliability.
- SMS.

[1] The AIA unit comprises two sub-units: ARO and AIS. ARO is responsible for validating flight plans, ensuring their accuracy, and facilitating their timely distribution. Additionally, ARO manages the transmission and reception of ATS messages over the aeronautical telecommunication network, guaranteeing their precise and prompt dissemination. AIS oversees the validation and publication of aeronautical data, ensuring its accuracy, integrity, and timely availability to support safe and efficient air navigation.

The refresher training was conducted in two groups on August 13 and 14, 2025, and all AIOs successfully passed the final examination, demonstrating compliance with the established proficiency threshold.

To further strengthen aeronautical data integrity and reduce operational errors, ANSA conducted a comprehensive aeronautical data review in June 2025. This assessment included an in-depth analysis of NOTAMs, SNOWTAMs, transmitted and received flight plans, and all other ATS-related messages generated by the Aeronautical Fixed Station. The review provided valuable insights into recurring error patterns and areas requiring additional attention.

The results of this analysis were incorporated into the AIO proficiency checks conducted in September 2025. These assessments were designed not only to validate individual competency levels but also to determine whether additional training was required for the entire team or if targeted remedial instruction for specific individuals would yield better operational outcomes. This integrated approach, encompassing refresher training, data-driven analysis, and structured proficiency checks, reinforces ANSA's commitment to continuous improvement, ensures compliance with ICAO standards, and promotes the delivery of high-quality aeronautical information services.

The following AIA related QMS activities were implemented/completed in 2025:

- Review and evaluation of AIA related QMS activities: February 2025.
- Assessment of AIA QMS related documented information: February 2025.
- AIA Human Errors Survey: In early 2025, the AIA unit conducted a human errors survey to identify systemic contributors to briefing inaccuracies, flight plan submission errors, and other deviations affecting AIM service quality. The resulting recommendations were implemented through targeted ARO refresher training, standardized communication protocols, enhanced utilization of the Thales TopSky AIS system, and the establishment of monthly monitoring and feedback loops reviewed in QMT meetings. These corrective actions are now embedded in operational processes and form part of the continuous improvement cycle within the QMS framework.
- Data reviews: June 2025.
- Refresher training: August 2025.
- Proficiency checks: September 2025.
- AIA Training Manual: Due to a high workload and competing priorities, progress on this project has been slower than originally anticipated.
- AIA Manual Update: Similarly, this project is advancing at a slower pace than planned as a result of workload pressures and competing priorities.

**CNS/ATM Systems**

After a prolonged period of sick leave in 2024, the CNS/ATM Systems Manager remained on 50% sick leave for the majority of the period from January through September 2025. This reduced availability continued to impact progress, resulting in delays to several projects and activities. With the manager's full return to duty in October 2025, activities have steadily resumed. As a result, projects have regained momentum, and the CNS/ATM Systems unit has been able to move toward a more structured and stable transition back to normal operations.

The annual flight inspection of the ILS/DME and VOR/DME, conducted by Radiola Aerospace in May 2025, yielded satisfactory results. After a one-year hiatus, the annual calibration program of ANSA's measuring equipment was resumed in 2025. In mid-2025, a new

calibration laboratory, KELI Labs in Hialeah, Florida, was contracted, with UPS initially selected as the courier service. However, following several issues encountered with the UPS broker in the United States and with U.S. Customs, a decision was made to switch to FedEx as the new courier. As a result of these logistical challenges, the calibration program experienced delays and was only partially implemented during 2025.

The following CNS/ATM Systems related training activities were implemented/completed in 2025:

- For all CASTs:
  - Refresher OJT on the ILS/DME system: September 2025.
  - Refresher OJT on the AMHS/AIS: November 2025.
  - IT Core 1 Training: started in July 2025 and scheduled for completion in March 2026.
- For the CAST recruited in 2024:
  - ATSEP (Air Traffic Safety Electronics Personnel) Basic course: September 2025.
  - On-site training on the ILS/DME system: September 2025.
  - On-site training on the AMHS/AIS: November 2025.

In 2025, ANSA initiated a structured program to strengthen cybersecurity across its operational, technical, and administrative domains. To oversee and coordinate this initiative, the CST was formally established on July 1 and entrusted with the development of the CSP, as well as with monitoring its implementation and evaluating its effectiveness. The initiative was formally launched during a kickoff meeting on August 28, 2025, at which the project scope, objectives, timeline, and assigned responsibilities were clearly defined and communicated. Subsequently, two CST meetings were convened in 2025, on October 30 and November 27, to progress system risk mapping, identify and prioritize critical assets, and ensure alignment with ICAO recommendations and ISO/IEC 27001 requirements.

The following CNS/ATM Systems related QMS activities were implemented/completed in 2025:

- Review and evaluation of CNS/ATM Systems related QMS activities: February 2025.
- Assessment of CNS/ATM Systems QMS related documented information: February 2025.
- The development of the Investment Plan 2026: November 2025.
- The development of process flow charts: Completed in May 2025.
- The Development of the FDs:
  - FD ILS/DME: developed and approved in May 2025.
  - FD VOR/DME: developed and approved in August 2025.
  - FD WAM/ADS-B: developed in December 2025 and pending approval.
  - FD TOPSKY ATC: developed in December 2025 and pending approval.

With respect to investment projects: in 2025 ANSA invested Awg. 1,363,465 in equipment, systems, and infrastructure, whereas Awg. 2,411,693 was budgeted (see table 2).

The following investment projects were awarded and/or (partially) implemented in 2025:

- Robust ATS System:
  - The new 8 KVA UPS that was procured in late 2024 to provide backup power to the ATC radio transmitters at the RTS shelters was installed in February 2025 by Hitess. However, this UPS is not performing as expected and will be replaced by the manufacturer in Q2 2026.

    - New batteries and additional battery packs were procured and installed in the UPS in the ARO Office, thereby extending backup duration and ensuring a sustained emergency power supply in the event of a power outage.
- TopSky AMHS/AIS Upgrade: Following the award of the project to Thales Portugal in late 2024, on-site implementation was successfully carried out in November 2025. The scope included hardware and software installation, operational and technical training, and on-site support to ensure a smooth transition from the legacy system to the new system.
- Review and Redesign Instrument Flight Procedures 2024: This project was completed by MovingDot in 2024; however, the new charts and procedures are still pending approval by the DCAA. The final payment was made in April 2025.
- Upgrade WAM/ADS-B System: Preparation for the WAM/ADS-B system upgrade commenced in 2025, beginning with an on-site health check conducted in May 2025 by Thales. The purpose of this assessment was to identify hardware components requiring replacement and to determine whether a software upgrade was necessary. Following the health check mission, an offer for the upgrade of both hardware and software components of the WAM/ADS-B system was received in October 2025. The upgrade project was formally awarded on November 27, 2025, and implementation is scheduled for the third quarter of 2026.
- A/Cs: New air conditioning units were purchased for the GP/DME shelter, the RTS shelter and the MEVA Office at the DCAA.
- Furniture, Fixtures & ICT Assets: Several items were procured to support operational efficiency and staff wellbeing, including:
    - Replacement of two desk chairs in the Tower cabin.
    - Installation of a new 43” TV to support the delivery of ATC refresher training.
    - Provision of a workbench for ANSA technical staff at the airport.
    - Acquisition of a height-adjustable desk frame and adjustable monitor stand for MCAS.
    - Installation of shelving racks for CNS/ATM Systems spare-parts storage.
    - Procurement of two coffee machines for use in the Tower and main office.
    - Four new laptops, one 27” monitor and a USB docking station were purchased for the CNS/ATM Systems unit.
    - Two headsets for ATC and two 24” monitors for management support.
- Moreover, to enhance security in ANSA’s IT room, new fingerprint-based access control equipment, a water-leakage detector, and a high-temperature monitoring system were installed. Furthermore, a new cloud-based IP telephone system was implemented to replace the legacy Mitel PBX, significantly improving operational efficiency, system reliability, and overall communication performance.
- Spare Parts: Two new 1 TB USB sticks were procured to support data recording for the TopSky ATC system. In addition, several WAM/ADS-B components (three SPB3A modules) were sent to Thales Italy for repair; however, these will now be replaced with the newer SPB4 modules as part of the WAM/ADS-B upgrade project.
- New ATC Tower Annex ANSA Office Building: To meet the formal government requirements for the leasehold terrain request, we engaged Croes Architecture Studio N.V. to develop the building's preliminary design and 3D drawings, as well as to provide a comprehensive cost estimation for the construction. In November 2025, MovingDot was engaged to develop a comprehensive business case evaluating three scenarios: 1) maintaining the existing tower in operation; 2) transitioning to remote tower operations using the space allocated for this purpose within the new building; and 3) constructing a new building with a conventional tower. The analysis aims to provide

a clear comparison of safety, operational, technical, and financial implications for each option.

- Other Investments: Two new surveillance monitors and two new Network Time Protocol (NTP) servers were purchased.

| DESCRIPTION | BUDGET | REALISATION | VARIANCE |
|---|---|---|---|
| Robust ATS System | 42,500 | 35,235 | 7,265 |
| TopSky AMHS/AIS Upgrade | 305,044 | 295,158 | 9,886 |
| Review and Redesign Instrument Flight Procedures 2024 | 43,200 | 42,696 | 504 |
| Upgrade WAM/ADS-B System | 906,649 | 897,359 | 9,290 |
| A/C's | 10,000 | 3,830 | 6,170 |
| Furniture, Fixtures & ICT Assets | 10,000 | 22,225 | -12,225 |
| Spare Parts | 75,000 | 1,155 | 73,845 |
| New ATC Tower Annex ANSA Office Building | 966,300 | 28,939 | 937,361 |
| Other investments | 53,000 | 36,868 | 16,132 |
| TOTAL (Awg.) | 2,411,693 | 1,363,465 | 1,048,228 |

*Table 2: Investments 2025*

# 3. ORGANIZATION

## 3.1 General

ANSA commenced operations in 2015 with a workforce of 45 employees and began 2025 with the same number. Following the retirement of the SQO in November 2024, the resulting vacancy was initially covered internally, with responsibilities shared between two ATCOs. As of July 2025, the position was filled on a full-time basis by a former ATCO, ending the previous shared arrangement. At the start of 2026, ANSA maintained a workforce of 45 employees, following the recruitment of one AIO in February 2025.

## 3.2 Organizational Structure and Workforce

The operational organizational structure is provided in Figure 1 below.

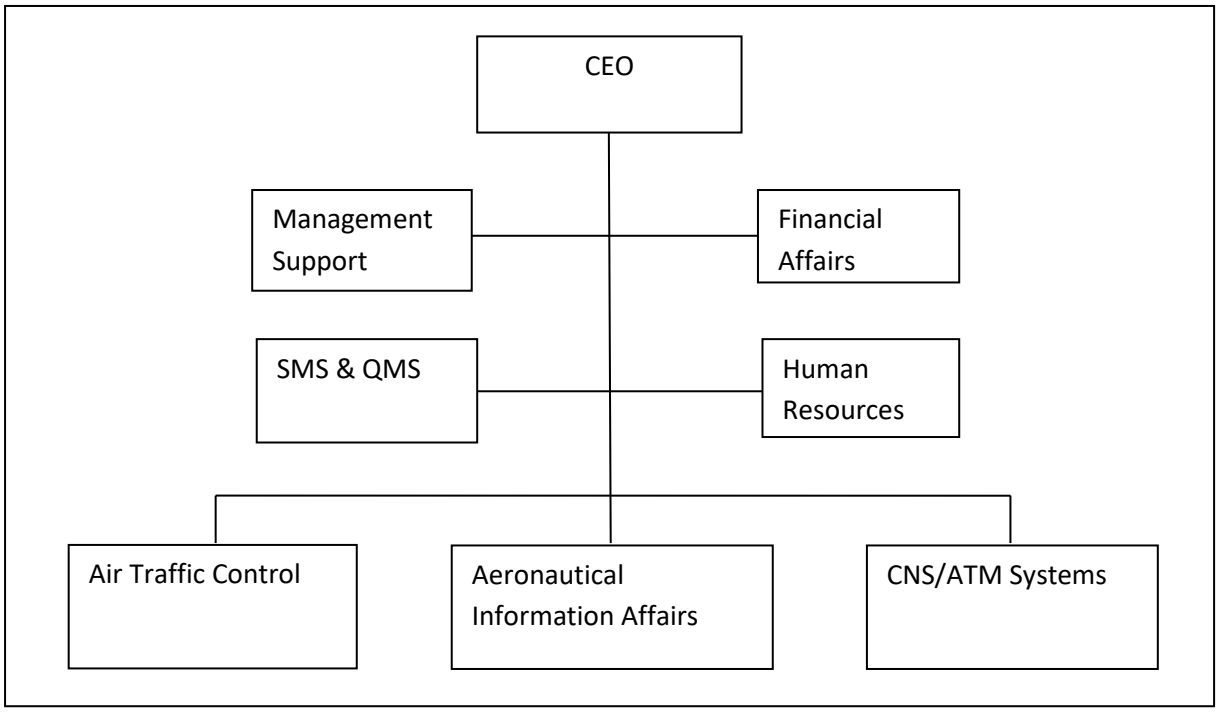


*Figure 1: Organizational Structure ANSA*

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 available workforce at ANSA is detailed in Table 3 below. This table provides a comparison of staffing levels as of January 1st for the years 2022, 2023, 2024, 2025 and 2026.

| UNIT/POSITION | FTEs 1-1-22 | FTEs 1-1-23 | FTEs 1-1-24 | FTEs 1-1-25 | FTEs 1-1-26 |
|---|---|---|---|---|---|
| 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 | 22 | 21 | 21 | 22 | 22 |
| AIA | 10 | 10 | 10 | 10 | 11 |
| CNS/ATM Systems | 4 | 4 | 4 | 5 | 5 |
| ATCO trainee | 0 | 0 | 1 | 2 | 1 |
| TOTAL | 42 | 41 | 42 | 45 | 45 |

*Table 3: Workforce ANSA*

## 3.3 Mission, Vision, and Core Values

Mission of ANSA

To play a vital role in Aruba's economic development by ensuring the delivery of safe, efficient, and reliable Air Navigation Services to the aviation industry within the Beatrix Control Zone.

Vision of ANSA

To be recognized as a premier provider of Air Navigation Services, distinguished by the highest standards of safety and quality.

Core values of ANSA

- **Safety first:** We are committed to fostering a positive safety culture and maintaining the highest safety standards.
- **Service excellence:** We strive to exceed customer and partner expectations by consistently delivering on our commitments and pursuing optimal outcomes.
- **Integrity:** We adhere to the fundamental principles of corporate governance, emphasizing accountability, transparency, compliance and ethical conduct.
- **Involvement and motivation:** We cultivate a welcoming, diverse, and stable work environment in which every employee is empowered to contribute openly to decisions that affect them and is intrinsically motivated to go above and beyond in pursuit of excellence.
- **Courage and innovation:** We embrace innovation and continuously challenge ourselves, our partners, and the status quo.
- **Professional Excellence:** We are dedicated to the continuous development and enhancement of our personnel's skills, expertise, and professional attitudes.
- **Pioneering technology:** We stay abreast of technological advancements and invest in state-of-the-art, proven solutions to maintain operational excellence.
- **Partnership:** We actively foster collaborative networks and joint initiatives at national, regional, and international levels.

## 3.4 Strategic Plan 2026-2030: KPAs, Objectives and KPIs

In the coming years (2026-2030) the operation of ANSA will focus on five 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 management | ANSA's final safety objective is the reduction of incidents and prevention of accidents.<br><br>Safety targets:<br>1. Yearly percentage reduction of airproxes between IFR flights per annual aircraft movements.<br>2. 0 airproxes with risk of collision between IFR flights per annual aircraft movements.<br>3. Yearly percentage reduction of airproxes between IFR and VFR flights per annual aircraft movements.<br>4. 0 airproxes with risk of collision between IFR and VFR flights per annual aircraft movements.<br>5. 0 runway incursions per annual aircraft movements.<br>6. Yearly percentage reduction of ATC related missed approaches per annual aircraft movements.<br>7. 0 ATC related runway excursion per annual aircraft movements.<br>8. Reduction in the number of yearly reported deviations from ATC clearance and LOAs (DC-ANSP, AMU, APA, DMA).<br>9. 100 percent of ATCOs who have completed yearly refresher training.<br>10. 100 percent of AIOs who have completed yearly refresher training.<br>11. 100 percent of operational personnel who participated in yearly safety talks.<br>12. 100 percent of ATCOs who have been subjected to a yearly voice recording review on all work positions. | 1. Percentage of airproxes between IFR flights per annual aircraft movements.<br>2. Number of airproxes with risk of collision between IFR flights per annual aircraft movements.<br>3. Percentage of airproxes between IFR and VFR flights per annual aircraft movements.<br>4. Number of airproxes with risk of collision between IFR and VFR flights per annual aircraft movements.<br>5. Number of runway incursions per annual aircraft movements.<br>6. Percentage of ATC related missed approaches per annual aircraft movements.<br>7. Number of ATC related runway excursions per annual aircraft movements.<br>8. Number of yearly reported deviations from ATC clearance and LOAs (DC-ANSP, AMU, APA, DMA)<br>9. Percentage of ATCOs who have completed yearly refresher training.<br>10. Percentage of AIOs who have completed yearly refresher training.<br>11. Percentage of operational personnel who participated in yearly safety talks.<br>12. Percentage of ATCOs who have been subjected to a yearly voice recording review on all work positions.<br>13. Percentage of ATCOs who have been subjected to a yearly proficiency check on all work positions.<br>14. Percentage of AIOs who have been subjected to a yearly proficiency check.<br>15. Percentage of AIOs who have been subjected to a yearly data review. | - 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.<br>- Continually improve our safety performance through regular safety reviews, audits, and assessments.<br>- Actively learn from incidents and from the analysis of data collected through our safety reporting system.<br>- Provide the necessary resources and support to ensure the successful implementation and maintenance of our SMS.<br>- Promote a positive/strong safety culture through comprehensive training, communication, and continuous engagement.<br>- Continuously and systematically minimize the risks associated with our operations through robust hazard identification, risk mitigation and change management processes.<br>- Promote and enforce compliance with the mandatory reporting program.<br>- Foster open and transparent communication to encourage the voluntary reporting of safety concerns and hazards.<br>- Continually assess whether our employees perform their tasks safely and effectively.<br>- Provide our employees with the necessary competency-based training, tools, and resources to perform their tasks safely and effectively.<br>- Conduct SMS internal audits at planned intervals. |

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| | 13. 100 percent of ATCOs who have been subjected to a proficiency check on all work positions.<br>14. 100 percent of AIOs who have been subjected to a yearly proficiency check.<br>15. 100 percent of AIOs who have been subjected to a yearly data review.<br>16. 100 percent compliance with the management of change procedure.<br>17. 100 percent of safety recommended corrective actions implemented. | 16. Percentage of compliance with the management o change procedure.<br>17. Percentage of safety recommended corrective actions implemented. | - Conduct SMS management reviews at planned intervals.<br>- Update SMS Manual at planned intervals. |
| Quality management, productivity, and cost-effectiveness | 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.<br><br>Quality targets ATC unit:<br>1a. Less than 4% of flights experience departure delays.<br>1b. Less than 4% of flights experience arrival delays.<br>2. 100% of ATC personnel perform satisfactorily on all subjects.<br>3. At least one instance of collaboration per year between ANSA and DC-ANSP.<br>4. Zero instances of non-compliance by ANSA with the LOA between ANSA and DC-ANSP, or, at a minimum, a yearly reduction in any identified instances of non-compliance.<br>5. Zero instances of non-compliance by ANSA with the collaboration agreement between ANSA and DCAA , or, at a minimum, a yearly reduction in any identified instances of non-compliance. | ATC unit:<br>1a. Percentage of flights that experience departure delays.<br>1b. Percentage of flights that experience arrival delays.<br>2. Percentage of ATC personnel who perform satisfactorily on all subjects.<br>3. Number of times that ANSA and DC-ANSP have collaborated in a mutually beneficial way.<br>4. Number of coordination-related reports submitted by both ANSA and DC-ANSP.<br>5. Number of times that ANSA and DCAA did not comply with the collaboration agreement. | All operational units and S&Q unit:<br>- Develop, implement, and maintain a QMS that fully complies with the ISO 9001 requirements.<br><br>ATC unit:<br>1. Facilitate efficient aircraft operations.<br>- Improve coordination with Curacao ACC (see #4).<br>- Implement competency-based training and assessment (see #2).<br>- Implement ATFM.<br>- Periodically review and update the published IFP[2] and visual approach procedures.<br>- Improve the data quality of Aruba in the Dutch Caribbean AIP (see AIA #3).<br>- Maintain a high level of equipment availability (see CNS/ATM Systems #1).<br>2. Maintain and enhance the level of competency for the ATC unit.<br>- 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.<br>- Implement competency-based assessment through yearly reviews of voice recordings, proficiency checks and performance evaluations. |

[2] IFP are used by aircraft flying in accordance with IFR.

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| | | | - Periodically review and update the ATC Training Manual, Tower manual, SOPs and LOAs.<br>3. Promote collaboration between ANSA and DC-ANSP.<br>- Institute biannual meetings between the top management of both ANSPs.<br>4. Improve coordination with CUR/ACC.<br>- Minimize verbal coordination between ANSA and DC-ANSP by:<br>a. Including standard clearances and standard releases in the LOA between ANSA and DC-ANSP.<br>b. Implement the interface of the Flight Data Processing Systems (FDPS).<br>- Mitigate non-compliance of the LOA between ANSA and DC-ANSP by both parties by:<br>a. Enforcing the procedures for the monitoring of compliance, notification of noncompliance and corrective actions.<br>b. Monitoring compliance via voice recording reviews.<br>- Conduct yearly a survey among the ATCOs of human errors in the Tower which can affect the coordination with DC-ANSP.<br>5. Promote collaboration between ANSA and DCAA.<br>- Implement a collaboration agreement that shall include:<br>a. Timeframe for expeditious approval of documents.<br>b. Procedures to involve ANSA prior to decision-making that will affect ANSA's operations.<br>c. Procedures for the monitoring of compliance, notification of noncompliance, and corrective actions.<br>d. Periodic meetings with DCAA. |
| | Quality targets AIA unit:<br>1. 100% of AIA personnel perform satisfactorily on all subjects. | AIA unit<br>1. Percentage of AIA personnel who perform satisfactorily on all subjects.<br>2. Number of detected flight plan errors. | AIA unit<br>1. Maintain and enhance the level of competency for the AIA unit. |

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| | 2. Yearly reduction in the number of detected flight plan errors.<br>3a. Yearly reduction in the number of detected non-compliant data and or publication method submitted for publication by data originators.<br>3b. Yearly reduction in the number of errors introduced by DC-ANSP in published aeronautical information products. | 3a. Number of detected non-compliant data and or publication method submitted for publication by data originators.<br>3b. Number of errors introduced by DC-ANSP in published aeronautical information products. | - Implement competency-based training by providing refresher training on a yearly basis, OJTI training as well as remedial training and training regarding new equipment and procedures when required.<br>- Implement competency-based assessment through yearly data reviews (flight plans and system database), proficiency checks and performance evaluations.<br>- Develop an AIA Training Manual.<br>2. Mitigate flight plan errors.<br>- Monthly monitoring and analyses of flight plan errors and implementation of corrective actions.<br>- Conduct yearly a survey among AIOs of human errors that might contribute to flight plan errors and analyze the results.<br>3. Ensure a high degree of aeronautical information and data quality[3] in compliance with ICAO Annex 15, through the aeronautical information products being provided[4].<br>- Develop and implement annual compliance checks for the MSLA between ANSA, AAA, and DMA, as well as for agreements with OCCs, including GenAir, Swissport, and JET-TNCA.<br>- Periodic review and update of the AIA manual.<br>- Yearly assessment of AIA QMS related documented information.<br>- Periodic review of the AIP (Aruba).<br>- Maintain and enhance the level of competency for AIS Officer (see #1). |
| | Quality targets CNS/ATM Systems unit:<br>1a. Percentage of availability greater than 99.2% for each equipment. | CNS/ATM Systems unit:<br>1. Percentage of availability of the following equipment:<br>- VHF TX/RX Radios. | CNS/ATM Systems unit:<br>1. Maintain a high level of availability of CNS/ATM Systems as recommended by ICAO. |

[3] 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.

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

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| | 1b. Average percentage of availability greater than 99.2% for all equipment.<br><br>S&Q unit:<br>1. Yearly percentage increase of customers who are satisfied with ANSAs products and services.<br>2. Yearly reduction in the number of non-compliances with the ANSA document control procedures.<br>3. Yearly increase in the percentage of personnel who are aware of the ANSA quality policy and of their contribution to the effectiveness of the QMS.<br>4a. Yearly decrease in the number of LOA non-compliances by DC-ANSP and DMA.<br>4b. 100% approval rate by ANSA and DCAA for products provided by MovingDot and/or without any critical non-conformity.<br>5. Yearly reduction in the number of findings and non-conformities identified during internal audits. | - AMHS/AIS.<br>- VCS.<br>- VRRS.<br>- D-ATIS.<br>- MEVA.<br>- VOR/DME.<br>- ILS/DME.<br>- WAM/ADS-B.<br>- TopSky ATC.<br><br>S&Q unit:<br>1. Percentage of customers who are satisfied with ANSAs products and services.<br>2. Number of non-compliances with the ANSA document control procedures.<br>3a. Percentage of personnel who are aware of the ANSA quality policy and of their contribution to the effectiveness of the QMS.<br>4a. Number of LOA non-compliances by DC-ANSP and DMA.<br>4b. Percentage of ANSA and DCAA approvals of products provided by MovingDot and/or without any critical non-conformity.<br>5a. The number of findings and non-conformities identified during internal audits. | - Ensure that maintenance of CNS/ATM Systems conforms to the procedures set forth in the CNS/ATM Systems Manual.<br>a. Review and update the CNS/ATM Systems Manual.<br>b. Complete the FDs.<br>c. Develop CNS/ATM Systems Training Manual.<br>- Renegotiate and replace the current 40-hours maintenance support agreement with Thales with a revised arrangement that is more practical and cost-effective.<br>- Ensure availability of critical spare parts.<br>a. Develop spare parts management procedures.<br>b. Update spare parts list.<br>c. Procure critical spare parts.<br>- Yearly development of investment program to ensure safe and efficient ATS.<br>- Yearly assessment of CNS/ATM QMS related documented information.<br><br>S&Q unit:<br>1. Improve customer satisfaction.<br>- Implement external QMS communication plan.<br>- Implement procedures to monitor and measure customer satisfaction.<br>2. Ensure that documented information required by QMS is available, suitable for use, where and when it is needed, and adequately protected.<br>- Implement document control procedures.<br>3. Promote awareness among ANSA's operational personnel of the QMS and their contribution to the effectiveness thereof.<br>- Implement QMS training and awareness program.<br>- Develop and implement an internal QMS communication plan.<br>- Conduct QMS survey among personnel. |

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| | | | 4. Ensure that the products and services received from the external service providers are of the required quality standard.<br>- Establish objective quality standards with which the external service providers are required to comply to ensure measurable performance oversight.<br>- Conduct performance evaluation of external providers:<br>• MovingDot.<br>• DC-ANSP.<br>• DMA.<br>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.<br>- Conduct QMS internal audits at planned intervals.<br>- Conduct QMS management reviews at planned intervals.<br>- Update AQM at planned intervals.<br>- ISO certification. |
| | ANSA's final productivity objective is to increase productivity of all employees.<br><br>Productivity targets:<br>1. Yearly percentage increase of employees who achieve a positive performance evaluation.<br>2. Yearly percentage increase of employees who are satisfied with their job.<br>3. Yearly reduction in the number of days on sick leave per employee.<br>4. Yearly increase in the number of aircraft movement per employee.<br>5. Yearly increase in the maximum number of aircraft handled per hour in VMC conditions.<br>6. Yearly increase in the maximum number of aircraft handled per hour in IMC conditions. | 1. Percentage of employees who achieve a positive performance evaluation.<br>2. Percentage of employees who are satisfied with their job.<br>3. Number of days on sick leave per employee.<br>4. Number of aircraft movement per employee.<br>5. Maximum number of aircraft handled per hour in VMC conditions.<br>6. Maximum number of aircraft handled per hour in IMC conditions. | - Implement competency-based assessment and training on a yearly basis.<br>- Periodically review and update the employee performance evaluation system.<br>- Modernize sick leave policy.<br>- Implement Job satisfaction program.<br>- Enhance working environment.<br>- Implement program of organizational culture change.<br>- Implement Team Resource Management (TRM). |

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| | 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.<br><br>Cost-effectiveness targets:<br>1. Yearly reduction in operational expenses per aircraft movement.<br>2. Yearly reduction in operational expenses as percentage of revenues. | 1. Operational expenses per aircraft movement.<br>2. Operational expenses as percentage of revenues. | - Continuous monitoring and control of operational expenses.<br>- Effective billing and collection policy. |
| Cybersecurity | ANSA's final cybersecurity objective is to safeguard ANSA's information, systems, and operations against digital threats while maintaining operational continuity and trust. | | - Establish a robust cybersecurity framework aligned with ISO 27001, NIST, and ICAO Information Security Roadmap.<br>- Safeguard aviation safety and operational continuity of critical systems against cyber-related risks.<br>- Protect information assets from unauthorized access, modification, or loss through encryption, access controls, and other security measures.<br>- Enhance threat detection, incident response capabilities, and continuous compliance monitoring to anticipate, detect, and mitigate emerging threats in real time.<br>- Strengthen risk management and resilience to prevent and address cyber threats proactively.<br>- Promote collaboration and information sharing within ANSA and with external partners.<br>- Foster a strong cybersecurity culture across all staff through training and awareness programs.<br>- Support continuous improvement through regular assessments, updates, and lessons learned. |

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| Corporate governance | ANSA's final corporate governance objective is to strengthen transparency, promote a culture of integrity and accountability, and ensure compliance. | | Implement key CGC elements:<br>- Whistleblower Policy.<br>- Risk Management Policy.<br>- Code of Conduct and Integrity.<br>- Internal Risk Management and Control Procedures.<br>- Management Board Regulation.<br>- Supervisory Board Regulation.<br>- ANSA's Articles of Association ("Statuten"), revised in accordance with the CGC. |
| Financial management | ANSA's final financial objective is to ensure profitability, long-term financial sustainability, and responsible resource allocation to effectively support the achievement of the organization's objectives.<br><br>Financial targets:<br>1. Achieve and maintain a current ratio of at least 10.0 at year-end.<br>2. Achieve and maintain a return on equity of at least 30.0% at year-end.<br>3. Achieve and maintain a solvency ratio of at least 90.0% at year-end.<br>4. Achieve and maintain a collection rate of at least 99.0% annually.<br>5. Ensure a minimum cash position of Awg. 3.0 million is maintained at all times.<br>6. Maintain actual operational expenses at or below 100% of the approved annual budget.<br>7. Maintain actual capital expenditures at or below 100% of the approved annual budget.<br>8. Achieve actual revenues equal to or exceeding 100% of the approved annual budget.<br>9. Receive a positive report from the independent auditor confirming that the annual financial statements present a true and fair view. | 1. Current ratio: Total current assets divided by total current liabilities.<br>2. Return on equity: Net income expressed as a percentage of shareholders' equity.<br>3. Solvency ratio: Shareholders' equity expressed as a percentage of total assets.<br>4. Collection rate: The percentage of total invoiced amounts successfully collected from clients within a specified period.<br>5. Minimum required cash position.<br>6. Actual operational expenses as a percentage of budgeted operational expenses.<br>7. Actual capital expenditures as a percentage of budgeted capital expenditures.<br>8. Actual revenues as a percentage of budgeted revenues.<br>9. Statement from the independent auditor on his review of the financial statements. | - Sound financial planning.<br>- Strict collection policy.<br>- Cost-effectiveness.<br>- Realistic Budgeting.<br>- Investment funding approach based on a self-funded strategy and strict prioritization.<br>- Prudent cash management.<br>- Effective financial control and reporting.<br>- Integration of risk management in the financial processes. |

*Table 3: KPAs, Objectives and KPIs*

# 4. FINANCIAL MANAGEMENT AND INVESTMENT POLICY

## 4.1 Financial Management

The ultimate goal of ANSA's financial management is to ensure profitability, long-term financial sustainability, and responsible resource allocation to effectively support the achievement of the organization's objectives.

Key principles underlying ANSA's financial management:

1. Sound financial planning: ANSA periodically updates its five-year financial projections, covering income, expenses, profitability, cash position, and capital requirements, to ensure the organization can meet its obligations and achieve its strategic objectives.

2. Strict collection policy to safeguard cash flow and prevent payment arrears.

3. Cost-effectiveness: Optimize operational efficiency by controlling operational expenses while achieving organizational objectives, in line with ICAO's recommended cost-based principle for ANS charges. This principle ensures that ANS charges are sufficient to cover both current operational costs and planned future investments, while avoiding unnecessary expenses and overcharging.

4. Realistic Budgeting: ANSA applies a structured budgeting approach to allocate resources effectively among departments and projects, based on clearly defined priorities and organizational objectives.

5. ANSA's investment funding approach is based on a self-funded strategy and strict prioritization (see paragraph 4.2).

6. Prudent cash management: ANSA actively monitors and manages cash flows to ensure sufficient liquidity for operational needs while maintaining the capacity to finance future investments and safeguard long-term financial stability.

7. Effective financial control and reporting: ANSA continuously monitors and reports its financial performance and ensures compliance with applicable laws, policies and procedures through internal and external audits.

8. Risk management is an integral part of ANSA's financial processes. Internal and external factors, trends, and events that may negatively impact financial performance are continuously assessed, and appropriate risk mitigation strategies are developed and implemented.

## 4.2 Investment Policy Statement

### Introduction

ANSA operates a range of CNS and ATM equipment that is essential for the provision of ATS. This IPS sets out the principles and guidelines governing ANSA's investment decisions in CNS and ATM systems. Its ultimate objective is to ensure the continuous operation, maintenance, and modernization of critical equipment and infrastructure, thereby supporting the safe, efficient, and high-quality delivery of ATS within the Beatrix CTR.

**Investment Objectives**

ANSA's investment strategy is designed to:

- Maintain and enhance the safety, efficiency, and quality of ATS.
- Support the needs of our customers and other stakeholders as much as possible.
- Ensure financial sustainability and responsible resource allocation.
- Maximize operational value through cost-benefit analysis.

**Investment Funding**

ANSA's investment funding approach is based on:

- Self-funded strategy: All investments are internally financed through ANSA's own liquidity, ensuring financial independence and long-term stability.
- Strict prioritization: Investments are prioritized based on operational urgency, safety impact, and long-term benefits.

**Decision-Making Criteria**

Investment decisions are based on the following criteria:

1. Safety & Compliance: Investments must align with ANSA's organizational objectives, SMS and QMS, ICAO standards, national regulations, and industry best practices.
2. Cost-benefit analysis: Each investment must undergo a financial and operational assessment to ensure efficient use of funds.
3. Technological advancements: Priority will be given to modern, scalable, and future-proof solutions that enhance operational efficiency.
4. Operational continuity: Investments must support uninterrupted ATS delivery and minimize the risk of system failures.

**Performance Monitoring & Review**

ANSA ensures effective investment planning and execution through the following actions:

- Regular investment reviews and audits are conducted to ensure compliance with this IPS.
- Investment outcomes are evaluated against performance benchmarks, including reliability, efficiency, cost-effectiveness, and overall return on investment.
- Adjustments to the investment strategy are made as needed to adapt to evolving operational and financial requirements.

## 4.3 Investment Plan 2026-2030

The investment plan 2026-2030 is provided in Table 4 below and was developed in accordance with ANSA's IPS outlined in paragraph 4.1. In 2026 ANSA will invest Awg. 3.4 million. The most important investments that will be implemented in 2026 are the following:

- Upgrade WAM/ADS-B System.
- CANSNET Equipment.
- New ATC Tower Annex ANSA Office Building.

| DESCRIPTION | 2026 | 2027 | 2028 | 2029 | 2030 | TOTAL 2026-2030 |
|---|---|---|---|---|---|---|
| Robust ATS System | 18,000 | 9,800 | 17,750 | 15,250 | 2,750 | 63,550 |
| Upgrade WAM/ADSB System | 251,475 | | | | | 251,475 |
| VHF TX/RX ATC Radios | | | | 300,000 | | 300,000 |
| CANSNET Equipment | 461,564 | | | | | 461,564 |
| D-ATIS Hardware Upgrade | | | | 55,000 | | 55,000 |
| ILS (LOC, Glide, Ant Structure, RCSU, OJT, Spares) | | | 1,305,000 | | | 1,305,000 |
| Renew EFS Hardware | | | | 75,000 | | 75,000 |
| A/C's | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 |
| Furniture, Fixtures & ICT Assets | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 |
| Spare Parts | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 375,000 |
| Vehicle | | 80,000 | | | | 80,000 |
| New ATC Tower Annex ANSA Office Building | 2,500,000 | 2,500,000 | | | | 5,000,000 |
| Other investments | 29,600 | 34,000 | 25,000 | 25,000 | 25,000 | 138,600 |
| TOTAL (Awg.) | 3,355,639 | 2,718,800 | 1,442,750 | 565,250 | 122,750 | 8,205,189 |

*Table 4: Investment Plan 2026-2030*

## 4.4 Description of Investment Projects 2026

### A. Robust ATS System

For 2026, the Robust ATS System project will encompass the procurement and installation of the following critical components to enhance system reliability and resilience:

a. New batteries for Tower UPSs: The batteries of these UPS units are nearing the end of their life cycle and need to be replaced to ensure uninterrupted ATS service during a power outage.
b. New UPS units and a new UPS Automatic Transfer Switch for the Localizer shelter: These will be installed to improve emergency power availability during a power outage at the Localizer shelter. Currently, the network switches and fiber optic converters rely on a small UPS, providing only about half an hour of backup power before the generator kicks in.

Both sub-projects are scheduled for implementation in the second quarter of 2026.

### B. Upgrade WAM/ADS-B System 2025

The WAM/ADS-B system is a critical component of our ATC surveillance network, continuously detecting aircraft in our airspace by capturing raw data - including identification, position, altitude, and velocity - via advanced sensor technologies. This data is transmitted to the TopSky ATC system, where sophisticated processing and analysis generate a real-time target display at the controller's workstation, ensuring vital situational awareness. Since its installation in 2017, the WAM/ADS-B system has not undergone any hardware or software upgrades. Preparation for the WAM/ADS-B system upgrade project commenced in 2025, with implementation scheduled for the third quarter of 2026. The scope of the upgrade includes the replacement of identified hardware components, such as servers, ground station equipment, and cabling. In addition, the software will be upgraded to the latest available version. Furthermore, specialized technical training will be provided to our technicians to strengthen their knowledge and proficiency in maintaining and supporting the newly installed hardware and upgraded software.

## C. CANSNET Equipment

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. This project was originally planned for 2025; however, due to delays, first during the preparation phase and now in contract negotiations with several member states, it is now scheduled to begin implementation in the fourth quarter of 2026, with the cutover planned between January and March 2027.

Below is a brief description of the remaining project timeline:

- Contract negotiation between the winning bidder (Frequentis) and four member states (Cuba, Panama, Mexico and USA): February 2026.
- Factory activities: March-September 2026.
- Project implementation: September-December 2026.
- SAT: December 2026.
- Cut over from MEVA 3 to CANSNET: January to March 2027.

## D. A/Cs

This relates to replacement investment of A/Cs for the navaids shelters and MEVA room. Most of the navaids and MEVA equipment dissipate a lot of heat. Therefore, all the navaids shelters, and the MEVA equipment room are equipped with two A/Cs (redundancy). The A/Cs are required to prevent the navaids 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 readily available to ensure the continuity of CNS/ATM system services. No spare parts have been identified for purchase yet and will be procured as needed.

## G. New ATC Tower Annex ANSA Office Building

The main objectives of this project are as follows:

- Safety: To enhance ATC's visibility of the main apron and general aviation apron, thereby improving situational awareness and operational safety.
- Operational efficiency: To centralize all ANSA operations in a single location, improving coordination, efficiency, and overall quality of service.
- Cost-effectiveness: To eliminate recurring office rental expenses (with estimated rental costs for 2026 amounting to Awg. 216,000).
- Financial sustainability: To establish a tangible asset that can serve as collateral for credit facilities or loans under favorable financing terms.

This project consists of two phases, namely: the preparation phase and the construction phase. The preparation phase, which began in 2024, is expected to be completed in Q2 2026 and includes the following activities:

- Acquisition of land: Secure a leasehold terrain from the Government of Aruba. A formal request has been submitted and is pending approval. Alternatively, ANSA is considering entering into a sub-leasehold ("ondererfpacht") agreement with AAA.
- Design and tendering: Engage an external firm to design the building, prepare the specifications, construction drawings, and all documentation required for the invitation to tender, and manage the tendering process.
- Construction contract award: Select and award the construction project to a qualified contractor.
- Project oversight: Hire an external Project Manager responsible for overseeing the construction, ensuring it will be executed according to budget, schedule, and specifications.

The construction phase is scheduled to begin in Q3 2026 and is expected to be completed by Q4 2027. This phase includes:

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

A final decision on this project will be made based on the findings and recommendations of the ANSA Tower options business case, currently being prepared by MovingDot. The final report is scheduled for submission in March 2026.

## H. Other Investments

In late 2025, ANSA purchased two NTP servers scheduled for delivery in January 2026, with Awg. 4,600 budgeted for shipping, handling, and import duties. However, the servers arrived before year-end 2025, were incorrectly configured, and the funds will now cover return shipping to the supplier and reshipment of the corrected units.

Additionally, this investment budget account will cover the costs of acquiring two laptops for ANSA's ATC simulator, as well as a one-year support contract for the equipment.

# 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 2026.

## 5.1 Air Traffic Control

### A. Revision Tower Manual

In Q4 2025, a review of the Tower Manual was conducted to verify that all content remained fully compliant with ICAO Annexes and Doc 4444. Based on the findings, the manual was updated accordingly. The next step, scheduled to be completed in April 2026, is to incorporate hyperlinks throughout the document where references are made to sections within the manual or to other related documents, improving usability and making navigation more user-friendly.

### B. Revision ATC Training Manual

ANSA submitted an updated ATC Training Manual on October 24, 2018, but has not received feedback or approval from the DCAA since that time. In the meantime, ANSA has identified the need for a further update, scheduled for Q2 2026, which will focus on key revisions to the OJT procedures and refresher training processes.

### C. English Proficiency Training and Exam

In June 2026, one ATCO will renew the validity of his English Proficiency Level.

### D. Proficiency Checks and Refresher Course for ATCOs

Most of the annual ATCO proficiency checks are conducted from June to September. This year, the newly updated and renamed Competency-Based Assessment Form will be used for all evaluations.

A refresher course is scheduled annually, typically in June. The course includes both theoretical and simulation sessions, followed by an examination and course evaluation. Topics covered include phraseology, separation standards, unusual traffic situations, Runway 29 operations, VFR traffic, and simulations of incidents that occurred during the year.

### E. Revision LOA between ANSA and DC-ANSP

This project, which began in 2024, experienced significant delays but is now in its final stages. The final review process was postponed in Q4 2025 due to emergency contingency planning related to military activities in the area. It was reinitiated in January 2026 and is expected to be completed by Q2 2026.

### F. VFR Holding Procedures

These procedures apply to arriving VFR flights that may need to be held due to multiple IFR and VFR arrivals, and are designed to sequence VFR traffic in an orderly and safe manner. A

safety assessment was initially submitted to the DCAA in June 2022; however, on December 21, 2023, the DCAA indicated that the assessment was incomplete. A revised safety assessment was subsequently submitted in February 2024, but no feedback was received. Consequently, an updated VFR Safety Assessment was reissued in January 2026 and is currently undergoing internal review. It is scheduled for submission to the DCAA in March 2026, with approval expected in Q2 2026.

### G. Geographical Separation Standards

The geographical separation standards were submitted to the DCAA in November 2024 and are currently pending approval. Approval and implementation are expected in Q2 2026.

### H. Redesign Instrument and Visual Approach Procedures

The objective of this project is to enhance operational efficiency, ensure compliance with ICAO standards, and support the continued provision of safe and efficient ATS within the Beatrix CTR. The revised charts and procedures were submitted to the DCAA for approval in June 2024 and remain pending, despite ongoing follow-up by ANSA. In accordance with AIRAC cycle 2608, the new cut-off date for DCAA approval is April 9, 2026, with the effective date for the updated charts and procedures scheduled for August 6, 2026.

### I. Runway Change Procedures

These procedures are currently undergoing internal review and are scheduled for implementation in Q1 2026.

### J. Shift Briefing and Debriefing Procedures

These procedures are currently being drafted and are essential to ensure continuity of operations, maintain situational awareness, and facilitate effective information transfer between controllers during shift changes. By introducing structured pre-shift briefings and post-shift reviews, they aim to reduce the risk of miscommunication, enhance safety, and preserve operational efficiency. Implementation is scheduled for Q1 2026.

### K. QMS ATC Unit

With regard to ATC unit's QMS, the following activities have been or will be implemented:

- Update SOP between Beatrix TWR and Beatrix APP: completed on February 9, 2026.
- Yearly assessment of ATC QMS related documented information: completed on February 24, 2026.
- Yearly evaluation of ATC unit's QMS activities: completed on February 24, 2026.
- Voice recordings reviews: Q1 2026.
- Revision ATC Training Manual: Q2 2026.
- Revision LOA between ANSA and DC-ANSP: Q2 2026.
- Collaboration agreement between ANSA and DCAA: Q2 2026.
- Revision Tower Manual: Q2, 2026.
- Refresher training: June 2026.
- Remedial training: when required.

- Training regarding new equipment/procedures: when required.
- Training survey: at the end of each training.
- Flight procedures update: August 2026.
- Compliance monitoring of LOA between ANSA and DC-ANSP: Q3 2026.
- Proficiency checks: June-September 2026.
- Implementation of recommendations ATC Human Errors Survey: Q3 and Q4 2026.
- ATFM: on hold (pending opening of Aruba's airspace for Venezuela).
- Update SOP between ANSA and MCA: on hold (pending a decision by the DCAA).

## 5.2 CNS/ATM Systems

### A. Training Activities

The MCAS and CASTs are scheduled to undertake the following training courses in 2026:

All CASTs:

- On-site Training on the VCS for the new CAST and refresher OJT on the VCS/VRRS for experienced CASTs: March 2026.
- On-site Training on the WAM/ADS-B System for the new CAST and refresher OJT on the WAM/ADS-B System for experienced CASTs: September 2026.
- Completion of IT Core 1 and commencement of IT Core 2 Training: January-December 2026.
- CANSNET Training Level 1: October 2026.
- CANSNET Training Level 2: December 2026.
- Recurrent Safety and Quality Training: October 2026.
- IT Microsoft 365 Training: September 2026.
- IT Microsoft 365 Security Training: September 2026.

MCAS:

- Recurrent Safety and Quality Training: September 2026.

### B. Flight Validation of Navaids

To ensure signal accuracy in the air and comply with ICAO recommendations outlined in ICAO Annex 10 Volume 1 and ICAO Doc 8071, ANSA's navaids (BEA VOR/DME and ILS/DME) must be calibrated and undergo annual flight inspections. This year's flight validation of the navaids is scheduled for the second week of April.

### C. CNS/ATM Systems Manual Update

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. To ensure the manual is comprehensive, ANSA has initiated the development of FD for all its facilities. Some documents have been completed and approved, while others are still under development or awaiting approval.

The required FD will be integrated into the CNS/ATM Systems Manual for all facilities and includes:

- General information overviews: concise summaries detailing the role and function of the equipment, its geographical and physical location, a general equipment description, and references to relevant documents, including specific chapters and paragraphs where a comprehensive breakdown of subsystems and functionalities can be found.
- Block diagrams: visual representations of system architecture to facilitate troubleshooting and technical understanding.
- Preventive maintenance checklists: detailed lists outlining routine maintenance tasks to ensure optimal system performance and reliability.

The following FDs are scheduled to be implemented or approved in 2026:

- FD WAM/ADS-B: Awaiting approval March 2026.
- FD TopSky ATC: Awaiting approval March 2026.
- FD VCS/VRRS: February 2026.
- FD VHF TX/RX Radios: February 2026.
- FD ATIS: March 2026.
- FD Supporting facilities: March 2026.
- FD TopSky AMHS/AIS: March 2026.

## D. Calibration Test Equipment

To ensure that all test equipment used in the maintenance of CNS/ATM systems remains accurate and reliable, it is essential to calibrate the equipment against established standards on an annual basis. ANSA has engaged a new calibration laboratory to provide these calibration services. The measuring equipment will be sent for calibration in three batches, scheduled for February, July, and November 2026. The objective is to ensure that all test equipment is fully calibrated within the year.

## E. Develop ANSA Procurement Policy and Procedures

The development of a procurement policy and procedures is intended to ensure that all procurement activities at ANSA are conducted ethically, transparently, and in full compliance with applicable laws and regulations. The policy provides clear guidelines for the acquisition of goods and services, promoting cost-effectiveness, efficiency, fairness, and adherence to quality standards. The first draft was completed in January 2026 and is currently undergoing internal review, with CEO approval anticipated by March 2026.

## F. QMS CNS/ATM Systems Unit

Regarding the QMS of the CNS/ATM Systems unit, the following activities are planned for or have already been implemented in 2026:

- Yearly assessment of CNS/ATM QMS related documented information: completed on February 24, 2026.
- Yearly evaluation of CNS/ATM's QMS activities: completed on February 24, 2026.
- Develop spare parts management procedures: March 2026.
- Update spare parts list: March 2026.
- Complete the required FDs: March 2026.

- Update CNS/ATM Manual: April 2026.
- Develop CNS/ATM Training Manual: February-April 2026.
- Procure critical spare parts: Q3 2026.
- Develop ANSA's investment plan 2027: November 2026.

## G. On-site Support VOR Repair

The VOR has been out of service since September 2025 due to a fault in its lower antenna radiator. To resolve the issue, an experienced engineer, a former Thales specialist with over 30 years of hands-on experience with this VOR model, will be deployed on-site. Following the repair, the VOR antenna will be tuned and undergo a flight inspection to ensure full compliance with safety and performance standards. On-site support is scheduled for March 2026, with flight validation planned for April 2026.

## H. Refurbishing RTS and ILS Antenna Masts

To ensure the continued reliable operation of the VHF radios at the RTS, as well as the LOC and GP/DME systems, comprehensive maintenance will be carried out on the RTS, LOC, and GP/DME antenna masts. Scheduled from March to June 2026, the maintenance activities will include:

- Wire brushing of the antenna masts to remove rust.
- Replacement of rusted bolts and nuts, where necessary.
- Application of primer to the antenna masts.
- Final painting of the antenna masts to protect against corrosion.

## I. Cybersecurity Plan

The aviation industry, including ANSA, faces evolving cyber threats that can disrupt critical infrastructure, compromise data integrity, and impact air traffic safety. To mitigate these risks, a structured cybersecurity strategy is essential.

Key elements of ANSA's cybersecurity strategy:

- Establish a robust cybersecurity framework aligned with ISO 27001, NIST, and ICAO Information Security Roadmap.
- Safeguard aviation safety and operational continuity of critical systems against cyber-related risks.
- Protect information assets from unauthorized access, modification, or loss through encryption, access controls, and other security measures.
- Enhance threat detection, incident response capabilities, and continuous compliance monitoring to anticipate, detect, and mitigate emerging threats in real time.
- Strengthen risk management and resilience to prevent and address cyber threats proactively.
- Promote collaboration and information sharing within ANSA and with external partners.
- Foster a strong cybersecurity culture across all staff through training and awareness programs.
- Support continuous improvement through regular assessments, updates, and lessons learned.

Cybersecurity Timeline:

- Phase 1 – Preparation (August 2025 – March 2026):
  Documentation collection, asset identification, stakeholder mapping, gap analysis, and comprehensive risk assessment.
- Phase 2 – Development (Q2 2026):
  Drafting and formalizing the CSP based on the outcomes of Phase 1.
- Phase 3 – Implementation (Q3 2026):
  Execution of the approved cybersecurity measures, controls, and procedures.
- Phase 4 – Internal Review and Adjustment (Q4 2026):
  Evaluation of implementation effectiveness, identification of improvement areas, and refinement of controls where necessary.

The CSP forms an integral part of ANSA's ISMS, providing a structured and risk-based approach to managing cybersecurity threats while ensuring compliance with applicable international standards and regulatory requirements. Achieving ISO 27001 certification for ANSA's ISMS in Q4 2027 remains one of ANSA's key strategic objectives.

## 5.3 Aeronautical Information Affairs

### A. Training Activities

To ensure a uniform understanding and consistent execution of work procedures among all AIOs, and to maintain the required proficiency standards, a refresher course will be conducted for all AIOs in August 2026. In addition, a NOTAM workshop will be held in February-March 2026 to further strengthen competencies and ensure the efficient and accurate performance of NOTAM-related duties.

### B. Transition from AIS to AIM

In accordance with ICAO Annex 15 and the Global Air Navigation Plan (GANP), the transition from AIS to AIM represents a fundamental shift toward the standardized, quality-assured, and digital management of aeronautical data in support of safe and efficient air navigation. This transformation enhances data integrity, accuracy, and timeliness, thereby strengthening the overall reliability of AIS.

Through the coordinated AIM agreement between Aruba, the BES Islands, Curaçao, and Sint Maarten, the majority of the AIM roadmap initiatives have been successfully completed, resulting in a harmonized and modernized aeronautical data environment across all participating States. In 2026, the program will enter its final phase, with only one remaining modernization initiative outstanding: the implementation of Digital NOTAM (P-21), which is scheduled to run from Q1 2026 through Q4 2027.

As the final outstanding element of the AIS-AIM transition, the implementation of Digital NOTAM will replace conventional text-based NOTAMs with structured, machine-readable digital event data. This enhancement will enable automated processing, reduce ambiguity, and support advanced flight planning and airport systems. The completion of P-21 will mark the full realization of the region's transition to a comprehensive and fully digital AIM framework.

## C. AIA Manual Update

The review and update of the AIA Manual will be finalized in Q1 2026. Topics to be included are: new flight plan procedures in connection with the new TopSky AIS system, SNOWTAM procedures, updated quality control procedures, new reporting procedures and an update of mandatory logbook entries.

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

To ensure the Aruba data quality, accuracy, and integrity in the AIP, a comprehensive review will be performed in 2026 by the AIS Officer under the supervision of MAIA. All the data originators will be involved in this process. This review will commence in April 2026 and is scheduled for completion by June 2026.

## E. ICAO Task Force for the Implementation of AIM

The Task Force has been temporarily put on hold until October 2026, pending a comprehensive update of its roadmap.

## F. Compliance Check of LOA with OCCs

These checks are conducted to verify compliance with established flight plan filing procedures. The project is scheduled for completion in March 2026.

## G. Flight Plan Monitoring and Coordination Initiative

Duplicate and inconsistent flight plan messages continue to pose operational challenges in the global ATM environment. While monitoring and corrective coordination with airline OCCs is common practice among ANSPs, these arrangements are often informal and reliant on local operational relationships.

To address this, ANSA will formalize the process through structured agreements with airline operators, ensuring full alignment with ICAO standards and provisions. Under this approach, ARO will continue monitoring flight plans submitted by OCCs. Compliant flight plans will be processed without delay, while discrepancies will be resolved using standardized coordination procedures (CHG or CNL + new FPL). Unlike typical industry practices, these actions will be governed by formal, documented agreements that clearly define roles, response timelines, communication channels, and escalation procedures.

This project will strengthen operational consistency, accountability, and flight plan data quality for ATC, while ensuring operational resilience by formalizing procedures, roles, and communication channels so that effective flight plan monitoring and coordination can continue regardless of staff availability or individual contacts.

The project timeline is as follows:

- Q1 2026: Submit the project proposal to the DCAA.
- Q2 2026: Obtain DCAA approval.
- Q3 2026: Conduct stakeholder engagement.
- Q4 2026: Finalize agreements and implement the project.

H. QMS AIA unit

As to the AIA unit's QMS, the following activities have been or will be implemented:

- Yearly assessment of AIA QMS related documented information: completed on February 24, 2026.
- Yearly evaluation of AIA unit's QMS activities: completed on February 24, 2026.
- Update quality control procedures: Q1 2026.
- AIA Manual Update: Q1 2026.
- Develop AIA Training Manual: Q1 2026.
- Data reviews: June 2026.
- Refresher training: August 2026.
- Remedial training: when required.
- Training regarding new equipment/procedures: when required.
- Training survey: at the end of each training.
- Proficiency checks: September 2026.

## 5.4 Financial Affairs

The two key elements of the OJT program for the MA, scheduled for implementation in Q1 and Q2 of 2026, are the final audit of the financial statements and the update of the financial projections. Upon completion of these activities, the OJT program will be considered concluded.

In response to the SB's request, financial reporting for the 2026 period will be enhanced. Alongside the continued submission of monthly detailed reports, with full explanations of all variances, to the CEO, the SB will receive quarterly summary reports, supported by a dashboard highlighting key financial KPIs. This upgraded reporting framework, aimed at improving the SB's oversight capabilities, is currently in development and is scheduled for completion by March 2026.

The Monthly Budget 2026, derived from the Budget 2026, is scheduled for presentation to the SB in March 2026. It provides a detailed, month-by-month financial outlook, enabling a comprehensive comparison between budgeted figures and actual revenues and expenses recorded in the general ledger. By aligning financial projections with expected occurrences throughout the year, the Monthly Budget enhances financial oversight and supports informed decision-making.

To date, ANSA has successfully closed and completed the audit of ten fiscal years, with the financial statements duly presented to the SB and the responsible Minister. In accordance with ANSA's Articles of Association, the Annual Report for the closed 2025 fiscal year must be approved by the SB no later than the end of May 2026. Accordingly, ANSA has agreed with the external auditor that the first draft of the 2025 financial statements will be submitted by mid-April 2026.

The interim audit of the 2026 financial statements is scheduled for September-November 2026. During this period, the financial results for the first eight months of the year will be reviewed. The Annual Budget for the upcoming year must be submitted to the SB for approval prior to year-end. The preparation and drafting of the 2027 Budget, together with the accompanying explanatory memorandum, are scheduled for the period October-November 2026. This

timeline is intended to provide the SB with sufficient time to conduct a comprehensive review and grant approval.

The CGC documents referenced in Chapter 2 are currently pending final review and approval by the SB, with completion anticipated in March 2026. Following approval, the CGC policies and procedures will be implemented over the subsequent months, with full implementation expected by September 2026.

Since October of last year, we have been actively engaged in strengthening ANSA's financial and administrative procedures. This project has a dual focus: first, on updating and documenting all relevant procedures, including billing, collections, budget preparation and execution, investment planning, and accounts payable, and second, on documenting, enhancing, and integrating internal control measures within these procedures. The primary objective of this initiative is to mitigate the risks of human error and fraud in our financial processes, thereby reinforcing the integrity, transparency, and reliability of ANSA's financial operations. The project is divided into two phases. Phase 1 prioritizes the enhancement of financial processes, whereas phase 2 will address ANSA's document management processes. Completion of phase 1 is planned for Q2 2026, with phase 2 targeted for Q3 2026.

## 5.5 Human Resources

The training plan for 2026, approved on November 28, 2025, will be implemented throughout 2026 and updated as necessary. In this regard, ANSA will continue to take advantage of online training opportunities.

The Handbook Employment Regulations will be periodically updated. This document serves as a crucial resource for employees, outlining their rights and obligations comprehensively. Currently, the content is being translated into English. Regarding the new CLA 2025-2027, its full and consistent implementation will be closely monitored to ensure compliance.

ANSA is currently in the process of modernizing its sick leave policy. The underlying analysis is based on sick leave data from 2023, 2024, and 2025, and incorporates both internal assessments and external benchmarking. The project is expected to be finalized by March 2026. The revised policy will place strong emphasis on prevention and awareness, while establishing clear and transparent guidelines for employees. Effective management of sick leave is essential to safeguarding ANSA's operational continuity, employee well-being, financial stability, and long-term organizational resilience. By promoting compliance and supporting business continuity, the updated policy aims to achieve a significant and sustainable reduction in both short-term absenteeism and long-term sick leave, ultimately contributing to a healthier, more engaged, and more productive workforce.

The annual performance review for all ANSA personnel will be conducted throughout the year. It is essential that these evaluations take place prior to the scheduled date of any periodic salary increase or promotion, thereby ensuring a timely assessment. To support this process, a detailed 2026 annual planning schedule has been established, and strict adherence to this timeline will be closely monitored.

Furthermore, job descriptions for all positions within ANSA are currently under review and being updated to accurately reflect employees' current roles and responsibilities, with completion planned for Q2 2026. The revised job descriptions are based on the updated

FUWASYS template and are therefore better aligned with our competency-based assessment system, in which demonstrated competencies and objective performance criteria constitute key elements. To conclude this project, the government's HR department (DRH) will be requested to assess, based on the updated job descriptions, for all positions whether and to what extent there is a job intensification ("functieverzwaring") that may warrant a job re-evaluation ("functieherwaardering").

As part of its ongoing commitment to transparency, ANSA's website will continue to be regularly updated with relevant information, including status updates on key projects, newly issued policy papers, monthly ANSA statistics, and upcoming events. In line with the CGC implementation requirements, ANSA will, for the first time, publish specific documents and information on its website, thereby further enhancing transparency, accountability, and public accessibility.

## 5.6 SMS & QMS

The following SMS activities, including annual recurring tasks, have been or will be implemented or coordinated by the S&Q unit:

- SMS Management review 2025: completed on February 23, 2026.
- Revise SPIs and SPTs to limit their scope to ANSA attributable factors and to include safety critical equipment: Q1 2026.
- Update SMS Manual: Q1 2026.
- Analyze results of SQCAS 2025 pertaining to safety culture: March 2026.
- Integrate the Safety Reporting forms in AFAS: Q2 2026.
- Conduct an SMS Internal Audit: Q2 2026.
- Walkthrough operational areas: February and July 2026.
- Update the hazard log with identified hazards from the previous years: Q3 2026.
- Provide recurrent safety training to all operational personnel: ATC: June, AIA: August, and CNS/ATM Systems: October 2026.
- Implement Safety Talks for all operational units: AIA: February, CNS/ATM Systems: April, and ATC: November.
- Implement the Safety Promotion activities as established in the SQCP: Quarterly.
- Conduct a Safety Culture Assessment Survey: Q4 2026.

The following QMS activities, including annual recurring tasks, have been or will be implemented or coordinated by the S&Q unit:

- Yearly evaluation of S&Q unit's QMS activities: completed on February 24, 2026.
- QMS Management review: completed on February 24, 2026.
- Update AQM: Q1 2026.
- Analyze results of SQCAS 2025 pertaining to quality culture: March 2026.
- Analyze results of customer satisfaction survey: March 2026.
- Develop customer complaint procedure: March 2026.
- Develop performance evaluation procedures for external providers: April 2026.
- Conduct a Quality Culture Assessment Survey: September 2026.
- Conduct a QMS pre-audit: Q3 2026.
- ISO certification: Q4 2026.

# 6. CONCLUDING REMARKS

**2025: Another Successful Year**

The year 2025 marked the fifth consecutive year of post-pandemic recovery, and ANSA's financial performance clearly confirms that the organization has fully rebounded from the financial impact of COVID-19, both in terms of profitability and cash position. This recovery was primarily driven by the strong resurgence in tourism demand for Aruba, which enabled ANSA to steadily grow and sustain its revenues. Notably, since 2024, commercial air traffic volumes have consistently exceeded the pre-pandemic levels recorded in 2019. In 2025, this positive trend continued, reflected in further increases in flight movements and corresponding revenue growth. In light of these financial achievements, together with the numerous projects successfully implemented throughout the year, it is evident that 2025 was another successful year for ANSA.

For the current year 2026, financial performance has been positive so far:

- Revenues: total revenues for January 2026 exceeded budget expectations by Awg. 53,692.
- Expenses: total expenses for January 2026 were Awg. 37,219 below budget, contributing to a stronger financial outcome.
- Profit: the resulting profit for January 2026 stood at Awg. 271,047, which is Awg. 90,911 higher than projected.
- Cash position: ANSA's cash position has improved, rising from Awg. 5,865,004 on December 31, 2025, to Awg. 6,144,272 on January 31, 2026.
- Based on preliminary figures, revenues for February 2026 are estimated to have exceeded the budget by approximately Awg. 77,000 (+8.4%) and to be approximately Awg. 86,000 (+9.5%) higher than the revenues recorded in February 2025.

**Challenges and Risks Facing ANSA**

While ANSA's strong financial results are noteworthy, we continue to face several external challenges and risks that remain beyond our control. These macroeconomic and geopolitical factors could potentially impact our growth trajectory and require careful monitoring and strategic planning:

1. We need to remain mindful of the global uncertainties and challenges:
    - Although inflation is gradually declining in most regions, global inflation remains elevated by historical standards, compounded by ongoing trade tensions between the United States and its trading partners.
    - Global trade and logistics have adapted since the onset of the war in Ukraine; however, the conflict continues to create uncertainty and structural shifts in supply chains and energy markets, with its effects now intertwined with other geopolitical and economic factors. While progress in peace talks has been made, an end to hostilities is not anticipated in the near term.
    - Escalating tensions in the Middle East, particularly following the U.S.-Israel military strikes on Iran that began on February 28, 2026, could further destabilize oil markets and intensify global inflationary pressures.

- A surge or volatility in oil prices directly impacts airline operating costs, potentially leading to higher ticket prices and influencing travel demand patterns.

2. Aruba's tourism sector continues to perform above expectations, reflecting sustained demand and the success of its market diversification strategy. However, the island operates in an increasingly competitive global environment, facing strong competition from well-established tourism hotspots, rapidly emerging destinations, and other Caribbean markets competing for the same leisure traveler segment.
3. The Venezuelan border has remained closed to air traffic for the past seven years, with no clear timeline for reopening. Although the Government of Aruba has recently indicated that a decision on whether to extend the closure or proceed with reopening will be made by June 2026, uncertainty continues to surround the situation.
4. After a year of relatively low inflation in 2025, Aruba's economy is likely to experience upward pressure on wages, prices, and the cost of doing business due to higher oil prices and imported inflation, particularly from the U.S., combined with local economic factors such as a tight labor market.

**Optimism for the Future**

Despite these challenges and potential risks, we remain confident in ANSA's resilience and ability to seize new opportunities. With the dedication and collaboration of our employees, the guidance of our Supervisory Board, and the continued support of our stakeholders, we are optimistic that 2026 and beyond will be years of continued growth and success for ANSA.

**ANSA's Strategic Focus**

The initiatives and projects undertaken by ANSA in 2025 as well as those planned for 2026, are strategically designed to strengthen the organization across multiple key areas. These efforts are primarily focused on:

- Enhancing safety standards to ensure a secure and reliable air navigation environment.
- Improving service quality, efficiency, and productivity through innovation, process optimization and performance management.
- Driving cost-effectiveness while maintaining high operational standards.
- Promoting accountability, transparency, and integrity in all aspects of governance and operations.
- Ensuring financial stability by adopting sound, data-driven and long-term oriented financial strategies.
- Complying with or exceeding international and national regulatory standards to uphold ANSA's reputation for excellence.

To achieve these objectives, ANSA is committed to:

- Making the necessary investments to safeguard continuity of service and support its long-term strategic goals.
- Enhancing employees' competencies, engagement and well-being, recognizing that a competent, motivated and well-supported workforce is essential to sustained success.
- Introducing and revising collaboration and coordination agreements with key partners to enhance collaboration and operational efficiency.
- Updating operational manuals to reflect current best practices and regulatory requirements.

- Implementing and strengthening key management systems, including SMS, QMS, CGC, and ISMS.

Through these initiatives, ANSA aims to solidify its position as a leader in air navigation services.

Attached is the ANSA Roadmap 2026, which provides a comprehensive overview and detailed timetable for the key projects and initiatives planned for the year. This roadmap serves as a short-term strategic guide, outlining ANSA’s priorities and commitments in alignment with its long-term objectives.

# Annex: ANSA Roadmap 2026

| ROADMAP ANSA N.V. 2026 | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 2026 | | | | | | | | | | | | |
| PROJECT ACTIVITIES ANSA 2025/2026 | | | | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| | | | WHO? | FINALIZED | | | | | | | | | | | | |
| A | | **Financial Controller - Nerisa** | | | | | | | | | | | | | | |
| 1 | | **ANSA annual Budget** | FIN | | | | | | | | | | | | | |
| | 1.12 | Budget 2026 | FIN/MA | 28-Nov-25 | | | | | | | | | | | | |
| | 1.13 | Budget 2027 | FIN/MA | | | | | | | | | | | | | |
| 2 | | **Monthly budget** | FIN | | | | | | | | | | | | | |
| | 2.11 | Monthly budget 2025 | FIN | 4-Mar-25 | | | | | | | | | | | | |
| | 2.12 | Monthly budget 2026 | FIN/MA | | | | | | | | | | | | | |
| 4 | | **Annual report** | FIN | | | | | | | | | | | | | |
| | 4.10 | Annual report 2024 | FIN | 30-May-25 | | | | | | | | | | | | |
| | 4.10.1 | Interim audit 2024 | FIN | 2-Mar-25 | | | | | | | | | | | | |
| | 4.11 | Annual report 2025 | FIN/MA | | | | | | | | | | | | | |
| | 4.11.1 | Interim audit 2025 | FIN/MA | 29-Jan-26 | | | | | | | | | | | | |
| | 4.12 | Annual report 2026 (Q1 2027) | FIN/MA | | | | | | | | | | | | | |
| | 4.12.1 | Interim audit 2026 | FIN/MA | | | | | | | | | | | | | |
| 7 | | **Financial & Administrative procedures** | FIN | | | | | | | | | | | | | |
| | 7.3 | Strengthening financial and adminstrative procedures | FIN/MA | | | | | | | | | | | | | |
| | 7.3.1 | Phase 1: Enhancement of financial processes | FIN/MA | | | | | | | | | | | | | |
| | 7.3.2 | Phase 2: Enhancement of document management processes | FIN/MA | | | | | | | | | | | | | |
| | 7.4 | On The Job training for Management Assistant | FIN | | | | | | | | | | | | | |
| | 7.4.1 | Develop On The Job training schedule for MA | FIN | 28-Jul-25 | | | | | | | | | | | | |
| | 7.4.2 | Execute On The Job training for MA | FIN | | | | | | | | | | | | | |
| 14 | | **ANSA's Corporate Governance Code** | CEO/FIN | | | | | | | | | | | | | |
| | 14.3 | Implementation of ANSA Corporate Governance Code (CGC) | CEO/FIN | | | | | | | | | | | | | |
| | 14.3.1 | Develop ANSA CGC documents | CEO/FIN | 21-Aug-25 | | | | | | | | | | | | |
| | 14.3.2 | Final Approval ANSA CGC documents | CEO/SB | | | | | | | | | | | | | |
| | 14.3.3 | Implement ANSA CGC documents | CEO/FIN | | | | | | | | | | | | | |
| | 14.3.4 | Change Articles of Association (Q1 2027) | CEO/FIN | | | | | | | | | | | | | |
| B | | **Human Resources - Oliver** | | | | | | | | | | | | | | |
| 27 | | **Recruitment ATCOs 2024** | HR | | | | | | | | | | | | | |
| | 27.9 | Submit VDA forms | HR | 27-Aug-25 | | | | | | | | | | | | |
| | 27.11 | Aerodrome and Approach Control Programme | MATC | 23-May-25 | | | | | | | | | | | | |
| 29 | | **Review and update job descriptions** | HR | | | | | | | | | | | | | |
| 30 | | **Collective Labor Agreement 2025-2027** | HR | 29-Aug-25 | | | | | | | | | | | | |
| 32 | | **Modernization sick leave policy** | HR | | | | | | | | | | | | | |
| 33 | | **Working from home workflow (AFAS)** | HR | 2-Jun-25 | | | | | | | | | | | | |
| 34 | | **Strenghtening Payroll Procedures** | HR | | | | | | | | | | | | | |
| 35 | | **Update HR handbook** | HR | | | | | | | | | | | | | |
| 36 | | **Develop Training plan 2027** | HR | | | | | | | | | | | | | |

## ROADMAP ANSA N.V. 2026

| | | PROJECT ACTIVITIES ANSA 2025/2026 | | | 2026 | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | WHO? | FINALIZED | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| C | | **Safety & Quality Officer - Renier** | | | | | | | | | | | | | | |
| 1 | | **Safety Management System** | SQ | | | | | | | | | | | | | |
| | **1.10** | SMS Manual | SQ | | | | | | | | | | | | | |
| | 1.10.10 | DCAA approval (pending since 28-2-2024) | SQ | | | | | | | | | | | | | |
| | **1.13** | Implement safety policy | SQ | | | | | | | | | | | | | |
| | 1.13.2 | Promulgate safety policy statement to all personnel via AFAS and Email | CEO | 19-Aug-25 | | | | | | | | | | | | |
| | 1.13.3 | Post safety policy statement on website | HR | 20-Aug-25 | | | | | | | | | | | | |
| | 1.13.4 | Frame safety policy and display at all operational sites | SQ | 10-Jul-25 | | | | | | | | | | | | |
| | **1.15** | **Yearly SMS management reviews** | SQ | | | | | | | | | | | | | |
| | 1.15.1 | SMS management review 2024 | SQ | 21-Feb-25 | | | | | | | | | | | | |
| | 1.15.2 | SMS management review 2025 | SQ | 23-Feb-26 | | | | | | | | | | | | |
| | **1.16** | **Create anonymous link on report on ANSA website** | SQ/HR | 11-Jul-25 | | | | | | | | | | | | |
| | **1.17** | **Yearly Safety trainings** | SQ | | | | | | | | | | | | | |
| | 1.17.1 | Safety training 2025 | SQ | | | | | | | | | | | | | |
| | 1.17.1.1 | SQ | SQ | 29-Oct-25 | | | | | | | | | | | | |
| | 1.17.1.3 | ATC | SQ | 13-Jun-25 | | | | | | | | | | | | |
| | 1.17.1.4 | AIA | SQ | 14-Aug-25 | | | | | | | | | | | | |
| | 1.17.1.5 | CNS/ATM Systems | SQ | 9-Dec-25 | | | | | | | | | | | | |
| | 1.17.2 | Safety training 2026 | SQ | | | | | | | | | | | | | |
| | 1.17.2.1 | ATC | SQ | | | | | | | | | | | | | |
| | 1.17.2.2 | AIA | SQ | | | | | | | | | | | | | |
| | 1.17.2.3 | CNS/ATM Systems | SQ | | | | | | | | | | | | | |
| | **1.18** | Safety talks | SQ | | | | | | | | | | | | | |
| | 1.18.1 | AIA | SQ | | | | | | | | | | | | | |
| | 1.18.2 | CNS/ATM Systems | SQ | | | | | | | | | | | | | |
| | 1.18.3 | ATC | SQ | | | | | | | | | | | | | |
| | **1.19** | Internal SMS audit | SQ | | | | | | | | | | | | | |
| | 1.19.2 | Develop SMS audit program | SQ | 8-May-25 | | | | | | | | | | | | |
| | 1.19.3 | Preparation phase | SQ | 8-May-25 | | | | | | | | | | | | |
| | 1.19.4 | Implement internal safety audits | SQ | 9-Oct-25 | | | | | | | | | | | | |
| | 1.19.5 | Reporting phase | SQ | 27-Nov-25 | | | | | | | | | | | | |
| | 1.19.6 | Implement SMS Corrective Action Plan | SQ | | | | | | | | | | | | | |
| | **1.20** | Safety & Quality Culture Assessment Survey (SQCAS) | SQ | | | | | | | | | | | | | |
| | 1.20.1 | Develop SQCAS | SQ | 27-Nov-25 | | | | | | | | | | | | |
| | 1.20.2 | Conduct Safety Culture Assessment Survey | SQ | | | | | | | | | | | | | |
| | **1.21** | SMS & QMS Communication Plan (SQCP) | SQ | | | | | | | | | | | | | |
| | 1.21.1 | Develop Safety communication materials | SQ | 27-Nov-25 | | | | | | | | | | | | |
| | 1.21.2 | Develop Yearly calendar safety promotion | SQ | 27-Nov-25 | | | | | | | | | | | | |
| | 1.21.3 | Develop Walkthrough operational areas | SQ | 27-Nov-25 | | | | | | | | | | | | |
| | 1.21.4 | Conduct walkthroughs | SQ | | | | | | | | | | | | | |

## ROADMAP ANSA N.V. 2026

| | | PROJECT ACTIVITIES ANSA 2025/2026 | WHO? | FINALIZED | 2026 Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **1.24** | **Hazard log** | **SQ** | | | | | | | | | | | | | |
| | 1.24.1 | Develop Hazard log and Identification template | **SQ** | 31-Oct-25 | | | | | | | | | | | | |
| | 1.24.2 | Implementation Hazard log | **SQ** | 1-Jan-26 | | | | | | | | | | | | |
| | 1.24.3 | Implementation Hazard identification template | **SQ** | 1-Jan-26 | | | | | | | | | | | | |
| | 1.24.4 | Update hazard log with identified hazards from previous years | **SQ** | | | | | | | | | | | | | |
| | **1.26** | Populate SharePoint with safety reports | **SQ** | 25-Apr-25 | | | | | | | | | | | | |
| | **1.27** | SMS Management Review 2025 | **SQ** | 23-Feb-26 | | | | | | | | | | | | |
| | **1.28** | SMS Manual 3rd Edition | **SQ** | | | | | | | | | | | | | |
| | **1.29** | Revise SPIs and SPTs | **SQ** | | | | | | | | | | | | | |
| | **1.30** | Analyze results of SQCAS 2025 pertaining to safety culture | **SQ** | | | | | | | | | | | | | |
| | **1.31** | Integrate the Safety Reporting forms in AFAS | **SQ** | | | | | | | | | | | | | |
| **9** | | **Quality Management System** | **SQ** | | | | | | | | | | | | | |
| | 9.7 | ANSA Quality Manual 2nd Edition | **SQ** | | | | | | | | | | | | | |
| | 9.7.2 | DCAA approval (pending since 12-12-2023) | **SQ** | | | | | | | | | | | | | |
| | 9.8 | Customer satisfaction | **SQ** | | | | | | | | | | | | | |
| | 9.8.1 | External QMS communication plan (QO #1 S&Q Ad 2.1) (included in SMS & QMS Communication Plan) | **SQ** | 27-Nov-25 | | | | | | | | | | | | |
| | 9.8.2 | Procedures to monitor and measure customer satisfaction (QO #1 S&Q Ad 2.2) | **SQ** | 27-Nov-25 | | | | | | | | | | | | |
| | 9.8.3 | Conduct customer satisfaction survey | **SQ** | | | | | | | | | | | | | |
| | 9.8.4 | Analyze results of custumor satistaction survey | **SQ** | | | | | | | | | | | | | |
| | 9.8.5 | Customer Complaint Handling Procedure | **SQ** | | | | | | | | | | | | | |
| | 9.9 | Document control procedures (QO #2 S&Q) | **SQ** | 27-Nov-25 | | | | | | | | | | | | |
| | 9.10 | QMS awareness among ANSA's operational personnel | **SQ** | | | | | | | | | | | | | |
| | 9.10.1 | QMS training and awareness program (QO #3 S&Q Ad 2.1) (included in SMS & QMS Communication Plan) | **SQ** | 27-Nov-25 | | | | | | | | | | | | |
| | 9.10.2 | Internal QMS communication plan (QO #3 S&Q Ad 2.2) (included in SMS & QMS Communication Plan) | **SQ** | 27-Nov-25 | | | | | | | | | | | | |
| | 9.10.3 | QMS personnel survey (QO #3 S&Q Ad 2.3) (included in Safety & Quality Culture Assessment Survey (see C1.20.1) | **SQ** | | | | | | | | | | | | | |
| | 9.11 | Performance evaluation of the external providers (QO #4 S&Q) | **SQ** | | | | | | | | | | | | | |
| | 9.11.1 | Moving Dot | **SQ/MATC/MAIA** | 10-Apr-25 | | | | | | | | | | | | |
| | 9.11.2 | DC-ANSP | **SQ/MATC/MAIA** | 10-Apr-25 | | | | | | | | | | | | |
| | 9.11.3 | DMA | **SQ/MATC** | 10-Apr-25 | | | | | | | | | | | | |
| | 9.11.4 | Develop performance evaluation procedures for external providers | **SQ** | | | | | | | | | | | | | |
| | 9.12 | Ensure compliance with requirements of ISO 9001:2015 (QO #5 S&Q) | **SQ** | | | | | | | | | | | | | |
| | 9.12.2 | Develop internal QMS audit program (QO #5 S&Q Ad 2.2) | **SQ** | 8-May-25 | | | | | | | | | | | | |
| | 9.12.3 | Conduct internal QMS audit 2025 (QO #5 S&Q Ad 2.3) | **SQ** | | | | | | | | | | | | | |
| | 9.12.3.1 | Preparation phase | **SQ** | 8-May-25 | | | | | | | | | | | | |
| | 9.12.3.2 | Implement internal QMS audits | **SQ** | 9-Oct-25 | | | | | | | | | | | | |
| | 9.12.3.3 | Reporting phase | **SQ** | 27-Nov-25 | | | | | | | | | | | | |
| | 9.12.4 | Conduct QMS pre-audit 2026 | **SQ** | | | | | | | | | | | | | |
| | 9.12.5 | Update ANSA Quality Manual (QO #5 S&Q Ad 2.5) | **SQ** | | | | | | | | | | | | | |

## ROADMAP ANSA N.V. 2026

| | | PROJECT ACTIVITIES ANSA 2025/2026 | | | 2026 | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | WHO? | FINALIZED | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| | 9.12.6 | ISO certification (QO #5 S&Q Ad 2.6) | SQ | | | | | | | | | | | | | |
| | 9.12.7 | Implement QMS Corrective Action Plan | SQ | | | | | | | | | | | | | |
| | 9.13 | Yearly evaluation of S&Q unit related QMS activities | SQ | | | | | | | | | | | | | |
| | 9.13.1 | Evaluation of S&Q unit related QMS activities 2024 | SQ | 10-Apr-25 | | | | | | | | | | | | |
| | 9.13.2 | Evaluation of S&Q unit related QMS activities 2025 | SQ | 24-Feb-26 | | | | | | | | | | | | |
| | **9.17** | **Yearly QMS Management Reviews** | SQ | | | | | | | | | | | | | |
| | 9.17.1 | QMS Management review 2024 (QO #5 S&Q Ad 2.4) | CEO/SQ | 10-Apr-25 | | | | | | | | | | | | |
| | 9.17.2 | QMS Management review 2025 (QO #5 S&Q Ad 2.4) | CEO/SQ | 24-Feb-26 | | | | | | | | | | | | |
| | 9.18 | ANSA Quality Manual 3rd Edition | SQ | | | | | | | | | | | | | |
| | 9.20 | Analyze results of SQCAS 2025 pertaining to quality culture | SQ | | | | | | | | | | | | | |
| | 9.21 | Conduct Quality Culture Assessment Survey | SQ | | | | | | | | | | | | | |
| **12** | | **Fatigue Risk Management System (FRMS)** | SQ | | | | | | | | | | | | | |
| | 12.3 | DCAA Approval (pending since 25-3-22) | SQ | | | | | | | | | | | | | |
| **15** | | **STCA and CLAM analysis** | SQ | 26-Jun-25 | | | | | | | | | | | | |
| **17** | | **Safety review EFS (on hold)** | SQ | | | | | | | | | | | | | |
| **18** | | **Create VFR procedures training video (on hold)** | SQ | | | | | | | | | | | | | |
| **19** | | **Policy Paper** | CEO/SQ | | | | | | | | | | | | | |
| | 19.1 | Policy paper 2025 | CEO/FIN | 4-Mar-25 | | | | | | | | | | | | |
| | 19.2 | Policy paper 2026 | CEO/SQ | | | | | | | | | | | | | |
| **E** | | **Manager Air Traffic Control - Erika** | | | | | | | | | | | | | | |
| **1** | | **Revision of Tower Manual:** | MATC | | | | | | | | | | | | | |
| | 1.14 | DCAA approval new Tower Manual (pending since 16-6-2023) | MATC | | | | | | | | | | | | | |
| | 1.15 | Update Tower Manual | MATC | | | | | | | | | | | | | |
| | 1.16 | Publication new Tower manual | MATC | | | | | | | | | | | | | |
| **16** | | **Develop ATC Training Manual** | MATC/SQ | | | | | | | | | | | | | |
| | 16.4 | Approval from DCAA (pending since 24-10-2018) | MATC | | | | | | | | | | | | | |
| **18** | | **EFS Project** | MATC | | | | | | | | | | | | | |
| | 18.19 | Update SOP TWR-APP | MATC/SQ | | | | | | | | | | | | | |
| | 18.19.1 | Send to CEO for feedback | MATC | 17-Jul-25 | | | | | | | | | | | | |
| | 18.19.2 | Receive feedback from SQ and CEO | MATC | 1-Dec-25 | | | | | | | | | | | | |
| | 18.19.3 | Update with feedback received | MATC | 9-Dec-25 | | | | | | | | | | | | |
| | 18.19.4 | Implement updated SOP TWR-APP | MATC | 9-Feb-26 | | | | | | | | | | | | |
| **24** | | **ATFM** | MATC | | | | | | | | | | | | | |
| | 24.3 | Declared ATC capacity | MATC | | | | | | | | | | | | | |
| | 24.3.6 | Meeting with DCA (on hold) | MATC | | | | | | | | | | | | | |
| | 24.3.7 | Meeting with AAA (on hold) | MATC | | | | | | | | | | | | | |
| | 24.3.8 | Meeting with Airlines (on hold) | MATC | | | | | | | | | | | | | |
| | 24.3.9 | Meeting with IATA (on hold) | MATC | | | | | | | | | | | | | |
| | 24.3.10 | Set declared procedural ATC capacity (on hold) | MATC | | | | | | | | | | | | | |
| | 24.3.11 | Implement declared procedural ATC capacity (on hold) | MATC | | | | | | | | | | | | | |

| ROADMAP ANSA N.V. 2026 | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 2026 | | | | | | | | | | | | | |
| PROJECT ACTIVITIES ANSA 2025/2026 | | | | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | | |
| | | | WHO? | FINALIZED | | | | | | | | | | | | | | |
| | 24.3.12 | Prepare working instructions (on hold) | MATC | | | | | | | | | | | | | | | |
| | 24.3.13 | Evaluate declared procedural ATC capacity (on hold) | MATC | | | | | | | | | | | | | | | |
| 45 | | **VFR procedures for arrival and departure flights** | MATC | | | | | | | | | | | | | | | |
| | 45.12.1 | DCAA feedback on safety assessment VFR holding procedures | SQ | 25-Apr-25 | | | | | | | | | | | | | | |
| | 45.12.2 | Update safety assessment VFR holding procedures and send to DCAA for approval | SQ | | | | | | | | | | | | | | | |
| | 45.13 | DCAA approval (pending since 19-2-24) | MATC | | | | | | | | | | | | | | | |
| | 45.14 | Implement VFR holding procedures | MATC | | | | | | | | | | | | | | | |
| 50 | | **ATC - QMS** | MATC | | | | | | | | | | | | | | | |
| | 50.1 | Efficient aircraft operations | MATC | | | | | | | | | | | | | | | |
| | 50.1.1 | ATFM (QO #1 ATC Ad 2.3) (Timeline: TBD) (see E24) | MATC | | | | | | | | | | | | | | | |
| | 50.1.2 | Flight procedures update (QO #1 ATC Ad 2.4) (see E53) | MATC | | | | | | | | | | | | | | | |
| | 50.2 | ATC competency level | MATC | | | | | | | | | | | | | | | |
| | 50.2.1 | Competency-based training (QO #2 ATC Ad 2.1) | MATC | | | | | | | | | | | | | | | |
| | 50.2.1.1 | Refresher training (see E54) | MATC | | | | | | | | | | | | | | | |
| | 50.2.1.2 | Remedial training (Timeline: when required) | MATC | | | | | | | | | | | | | | | |
| | 50.2.1.3 | Training regarding new equipment/procedures (Timeline: when required) | MATC | | | | | | | | | | | | | | | |
| | 50.2.1.4 | Refresher training OJTIs | MATC | 19-Sep-25 | | | | | | | | | | | | | | |
| | 50.2.1.5 | Training survey (Timeline: at the end of each training) | MATC | | | | | | | | | | | | | | | |
| | 50.2.2 | Competency-based assessment (QO #2 ATC Ad 2.2) | MATC | | | | | | | | | | | | | | | |
| | 50.2.2.1 | Voice recordings reviews (see E55) | MATC | | | | | | | | | | | | | | | |
| | 50.2.2.2 | Proficiency checks (see E56) | MATC | | | | | | | | | | | | | | | |
| | 50.2.2.3 | Performance evaluations (see E57) | MATC | | | | | | | | | | | | | | | |
| | 50.2.3 | Revision ATC Training Manual (QO #2 ATC AD 2.3) | MATC | | | | | | | | | | | | | | | |
| | 50.3 | Colaboration between ANSA and DC-ANSP (QO #3 ATC) (Timeline: when required) | MCAS | | | | | | | | | | | | | | | |
| | 50.4 | Improve coordination with Curacao ACC | MCAS | | | | | | | | | | | | | | | |
| | 50.4.1 | Minimize verbal coordination between ANSA and DC-ANSP (QO #4 ATC Ad 2.1) | MATC | | | | | | | | | | | | | | | |
| | 50.4.1.1 | Update LoA between ANSA and DC-ANSP | MATC | | | | | | | | | | | | | | | |
| | 50.4.1.2 | FDPS Interface (Q2 2027) | MCAS/MATC | | | | | | | | | | | | | | | |
| | 50.4.2 | LOA compliance monitoring (QO #4 ATC Ad 2.2) | MATC | | | | | | | | | | | | | | | |
| | 50.4.3 | ATC Human Errors Survey (QO #4 ATC Ad 2.3) (see E59) | MATC | | | | | | | | | | | | | | | |
| | 50.5 | Collaboration agreement between ANSA and DCAA (QO #5 ATC) (see E63) | MATC | | | | | | | | | | | | | | | |
| | 50.6 | ATC QMS related documentation | MATC | | | | | | | | | | | | | | | |
| | 50.6.1 | ICAO compliance check of Tower Manual | MATC | | | | | | | | | | | | | | | |
| | 50.6.2 | Update SOP BEA TWR and BEA APP (see E18.19) | MATC | 9-Feb-26 | | | | | | | | | | | | | | |
| | 50.6.3 | Update SOP between ANSA and MCA (on hold) | MATC | | | | | | | | | | | | | | | |
| | 50.6.4 | Update LOA between ANSA and APA | MATC | 24-Mar-25 | | | | | | | | | | | | | | |
| | 50.6.5 | Update LOA between ANSA and DMA | MATC | 23-Jan-25 | | | | | | | | | | | | | | |
| | 50.6.7 | Yearly assessment of ATC QMS related documented information (see E60) | MATC | | | | | | | | | | | | | | | |
| | 50.7 | Yearly evaluation of ATC related QMS activities (see E61) | MCAS | | | | | | | | | | | | | | | |
| 52 | | **Development of Geographic Separation Standards** | MATC | | | | | | | | | | | | | | | |
| | 52.13 | DCAA approval (pending since 25-11-24) | MATC | | | | | | | | | | | | | | | |
| | 52.14 | Implement Geogrpahic Separation Standards | MATC | | | | | | | | | | | | | | | |

| ROADMAP ANSA N.V. 2026 | | | | | | | | | | | | | | | | | |
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| PROJECT ACTIVITIES ANSA 2025/2026 | | | | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | |
| | | | WHO? | FINALIZED | | | | | | | | | | | | | |
| **53** | | **Redesign Instrument and Visual Approach Procedures** | **MATC** | | | | | | | | | | | | | | |
| | 53.10 | DCAA approval (cut-off date 9-4-26) (pending since 21-5-24) | **MATC** | | | | | | | | | | | | | | |
| | 53.12 | Publication date (28-5-26) | **MATC** | | | | | | | | | | | | | | |
| | 53.13 | Effective date (6-8-26) (based on AIRAC cycle 2608) | **MATC** | | | | | | | | | | | | | | |
| **54** | | **ATC Refresher course** | **MATC** | | | | | | | | | | | | | | |
| | 54.2 | Refresher course 2025 | **MATC** | | | | | | | | | | | | | | |
| | 54.2.1 | Survey sent to ATCOs | **MATC** | 29-Mar-25 | | | | | | | | | | | | | |
| | 54.2.2 | Survey received from ATCOs | **MATC** | 8-Apr-25 | | | | | | | | | | | | | |
| | 54.2.3 | Meeting with Instructors to determine subjects | **MATC** | 11-Feb-25 | | | | | | | | | | | | | |
| | 54.2.4 | Simulator and documentation for Refresher course | **MATC** | 30-May-25 | | | | | | | | | | | | | |
| | 54.2.5 | Implement refresher course | **MATC** | 13-Jun-25 | | | | | | | | | | | | | |
| | 54.2.6 | Memo on results of refresher course | **MATC** | 20-Jun-25 | | | | | | | | | | | | | |
| | 54.3 | Refresher training 2026 | **MATC** | | | | | | | | | | | | | | |
| **55** | | **Voice recording reviews** | **MATC** | | | | | | | | | | | | | | |
| | 55.2 | Voice recording reviews 2025 | **MATC** | 27-Jun-25 | | | | | | | | | | | | | |
| | 55.3 | Voice recording reviews 2026 | **MATC** | | | | | | | | | | | | | | |
| **56** | | **ATC proficiency checks** | **MATC** | | | | | | | | | | | | | | |
| | 56.2 | Proficiency checks 2025 | **MATC** | 25-Sep-25 | | | | | | | | | | | | | |
| | 56.3 | Proficiency checks 2026 | **MATC** | | | | | | | | | | | | | | |
| | 56.3.1 | Update proficiency check forms | **MATC** | | | | | | | | | | | | | | |
| | 56.3.2 | Conduct proficiency checks 2026 | **MATC** | | | | | | | | | | | | | | |
| **57** | | **ATC performance evaluations** | **MATC** | | | | | | | | | | | | | | |
| | 57.1 | Performance evaluations 2024 | **MATC** | 29-Jan-25 | | | | | | | | | | | | | |
| | 57.2 | Performance evaluations 2025 | **MATC** | 10-Nov-25 | | | | | | | | | | | | | |
| | 57.3 | Performance evaluations 2026 | **MATC** | | | | | | | | | | | | | | |
| **58** | | **Phraseology Manual** | **MATC** | | | | | | | | | | | | | | |
| | 58.7 | Include in Tower Manual | **MATC** | | | | | | | | | | | | | | |
| **59** | | **ATC Human Errors Survey** | **MATC** | | | | | | | | | | | | | | |
| | 59.7 | CEO review and approval | **MATC** | 26-Nov-25 | | | | | | | | | | | | | |
| | 59.8 | Implement recommendations | **MATC** | | | | | | | | | | | | | | |
| **60** | | **Yearly assesment of ATC QMS related documented information** | **MATC** | | | | | | | | | | | | | | |
| | 60.2 | Yearly assesment 2024 | **MATC** | 10-Apr-25 | | | | | | | | | | | | | |
| | 60.3 | Yearly assesment 2025 | **MATC** | 24-Feb-26 | | | | | | | | | | | | | |
| **61** | | **Yearly evaluation of ATC related QMS activities** | **MATC** | | | | | | | | | | | | | | |
| | 61.2 | Yearly evaluation 2024 | **MATC** | 10-Apr-25 | | | | | | | | | | | | | |
| | 61.3 | Yearly evaluation 2025 | **MATC** | 24-Feb-26 | | | | | | | | | | | | | |
| **62** | | **One runway One frequency** | **MATC** | | | | | | | | | | | | | | |
| | 62.7.10 | Sign LOA between ANSA and DMA | **MATC** | 16-Jan-25 | | | | | | | | | | | | | |
| **63** | | **Collaboration agreement between ANSA and DCAA** | **MATC** | | | | | | | | | | | | | | |
| | 63.1 | Draft collaboration agreement | **MATC** | 10-Oct-25 | | | | | | | | | | | | | |
| | 63.2 | Send to CEO for feedback and approval | **MATC** | 19-Nov-25 | | | | | | | | | | | | | |

| ROADMAP ANSA N.V. 2026 | | | | | | | | | | | | | | | | | | |
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| PROJECT ACTIVITIES ANSA 2025/2026 | | | | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | | |
| | | | WHO? | FINALIZED | | | | | | | | | | | | | | |
| | 63.3 | CEO's review and approval | CEO | 15-Dec-25 | | | | | | | | | | | | | | |
| | 63.4 | Send to DCAA | MATC | 19-Jan-26 | | | | | | | | | | | | | | |
| | 63.5 | Receive feedback and update | MATC | | | | | | | | | | | | | | | |
| | 63.6 | Sign collaboration agreement with DCAA | MATC | | | | | | | | | | | | | | | |
| 64 | | **Runway Change Procedures** | MATC | | | | | | | | | | | | | | | |
| 65 | | **Shift Briefing and Debriefing Procedures** | MATC | | | | | | | | | | | | | | | |
| F | | **Manager Aeronautical Information Affairs - Leonel** | | | | | | | | | | | | | | | | |
| 2 | | **Implementation Port of Spain Declaration (AIM)** | MAIA | | | | | | | | | | | | | | | |
| | 2.3 | **Transition from AIS to AIM phase 2 (by DC-ANSP based on newly acquired software)** | MAIA | | | | | | | | | | | | | | | |
| | 2.3.3 | Data integrity monitoring (Pending ISO certificate DC-ANSP AIS) | MAIA | 6-Mar-25 | | | | | | | | | | | | | | |
| | 2.3.4 | Data quality monitoring (Pending ISO certificate DC-ANSP AIS) | MAIA | 6-Mar-25 | | | | | | | | | | | | | | |
| | 2.3.8 | Aerodrome mapping | MAIA | 6-Mar-25 | | | | | | | | | | | | | | |
| | 2.4 | Transition from AIS to AIM phase 3 | MAIA | | | | | | | | | | | | | | | |
| | 2.4.1 | Aeronautical data Exchange | MAIA | 28-Nov-25 | | | | | | | | | | | | | | |
| | 2.4.2 | Interoperability with meteorological products | MAIA | 28-Nov-25 | | | | | | | | | | | | | | |
| | 2.4.3 | Digital NOTAM (Q1 2026 - Q4 2027) | MAIA | | | | | | | | | | | | | | | |
| | 2.5 | NOTAM workshop | MAIA | | | | | | | | | | | | | | | |
| 20 | | **Letter of Agreement (LOA) with OCCs** | MAIA | | | | | | | | | | | | | | | |
| | 20.8 | Agreement between ANSA and JET-TNCA (delay due to JET-TNCA) | MAIA | 30-Jun-25 | | | | | | | | | | | | | | |
| | 20.9 | Compliance check | MAIA/AIS | 19-Sep-25 | | | | | | | | | | | | | | |
| | 20.1 | Compliance check 2026 | MAIA/AIS | | | | | | | | | | | | | | | |
| 27 | | **ICAO AIM Taskforce** | MAIA | | | | | | | | | | | | | | | |
| | 27.1 | NAM/CAR Regional AIM Collaborative Plan (on hold) | MAIA | | | | | | | | | | | | | | | |
| 36 | | **AIA - QMS** | MAIA | | | | | | | | | | | | | | | |
| | 36.1 | AIA competency level | MAIA | | | | | | | | | | | | | | | |
| | 36.1.1 | Competency-based training (QO #1 AIA Ad 2.1) | MAIA | | | | | | | | | | | | | | | |
| | 36.1.1.1 | AIA refresher training (see F38) | MAIA | | | | | | | | | | | | | | | |
| | 36.1.1.2 | Remedial training (Timeline: when required) | MAIA | | | | | | | | | | | | | | | |
| | 36.1.1.3 | Training regarding new equipment/procedures (Timeline: when required) | MAIA | | | | | | | | | | | | | | | |
| | 36.1.1.5 | Training survey (Timeline: at the end of each training) | MAIA | | | | | | | | | | | | | | | |
| | 36.1.2 | Competency-based assessment (QO #1 AIA Ad 2.2) | MAIA | | | | | | | | | | | | | | | |
| | 36.1.2.1 | Data reviews (see F39) | MAIA | | | | | | | | | | | | | | | |
| | 36.1.2.2 | AIA proficiency checks (see F40) | MAIA | | | | | | | | | | | | | | | |
| | 36.1.2.3 | AIA performance evaluations (see F41) | MAIA | | | | | | | | | | | | | | | |
| | 36.1.3 | Develop AIA Training Manual (QO #1 AIA Ad 2.3) | MAIA | | | | | | | | | | | | | | | |
| | 36.2 | Flight plan errors | MAIA | | | | | | | | | | | | | | | |
| | 36.2.5 | AIA human errors survey (QO #2 AIA Ad 2.5) (see F42) | MAIA | | | | | | | | | | | | | | | |
| | 36.3 | Aeronautical information and data quality | MAIA | | | | | | | | | | | | | | | |
| | 36.3.2 | Update quality control procedures (QO #3 AIA Ad 2.2) (is part of 36.4.1) | MAIA | | | | | | | | | | | | | | | |
| | 36.4 | AIA QMS related documentation | MAIA | | | | | | | | | | | | | | | |
| | 36.4.1 | Update AIA Manual | MAIA | | | | | | | | | | | | | | | |
| | 36.4.2 | Yearly assesment of AIA QMS related documented information (see F43) | MAIA | | | | | | | | | | | | | | | |

| ROADMAP ANSA N.V. 2026 | | | | | | | | | | | | | | | | | |
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| PROJECT ACTIVITIES ANSA 2025/2026 | | | | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| | | | WHO? | FINALIZED | | | | | | | | | | | | |
| | 36.5 | Yearly evaluation of AIA related QMS activities (see F44) | MAIA | | | | | | | | | | | | | |
| | 36.6 | Review updated AIP (Aruba) | MAIA | | | | | | | | | | | | | |
| 38 | | **AIA refresher training** | MAIA | | | | | | | | | | | | | |
| | 38.2 | AIA refresher training 2025 | MAIA | 22-Aug-25 | | | | | | | | | | | | |
| | 38.3 | AIA refresher training 2026 | MAIA | | | | | | | | | | | | | |
| 39 | | **Data reviews** | MAIA | | | | | | | | | | | | | |
| | 39.2 | Data reviews 2025 | MAIA | 11-Jun-25 | | | | | | | | | | | | |
| | 39.3 | Data reviews 2026 | MAIA | | | | | | | | | | | | | |
| 40 | | **AIA proficiency checks** | MAIA | | | | | | | | | | | | | |
| | 40.2 | AIA proficiency checks 2025 | MAIA | 26-Sep-25 | | | | | | | | | | | | |
| | 40.3 | AIA proficiency checks 2026 | MAIA | | | | | | | | | | | | | |
| 41 | | **AIA performance evaluations** | MAIA | | | | | | | | | | | | | |
| | 41.1 | AIA performance evaluations 2024 | MAIA | 23-Jan-25 | | | | | | | | | | | | |
| | 41.2 | AIA performance evaluations 2025 | MAIA | 3-Dec-25 | | | | | | | | | | | | |
| | 41.3 | AIA performance evaluations 2026 | MAIA | | | | | | | | | | | | | |
| 42 | | **AIA human errors survey** | MAIA | | | | | | | | | | | | | |
| | 42.1 | Prepare report of findings and recommendations | MAIA | 9-Jan-25 | | | | | | | | | | | | |
| | 42.2 | CEO review and approval | MAIA | 13-Jan-26 | | | | | | | | | | | | |
| | 42.3 | Implement recommendations | MAIA | 13-Jan-26 | | | | | | | | | | | | |
| 43 | | **Yearly assesment of AIA QMS related documented information** | MAIA | | | | | | | | | | | | | |
| | 43.2 | Yearly assesment 2024 | MAIA | 10-Apr-25 | | | | | | | | | | | | |
| | 43.3 | Yearly assesment 2025 | MAIA | 24-Feb-26 | | | | | | | | | | | | |
| 44 | | **Yearly evaluation of AIA related QMS activities** | MAIA | | | | | | | | | | | | | |
| | 44.2 | Yearly evaluation 2024 | MAIA | 10-Apr-25 | | | | | | | | | | | | |
| | 44.3 | Yearly evaluation 2025 | MAIA | 24-Feb-26 | | | | | | | | | | | | |
| 45 | | **Flight Plan Monitoring and Coordination Initiative** | MAIA | | | | | | | | | | | | | |
| | 45.1 | Develop and submit the project proposal to the DCAA | MAIA | | | | | | | | | | | | | |
| | 45.2 | Obtain DCAA approval | MAIA | | | | | | | | | | | | | |
| | 45.3 | Conduct stakeholder engagement | MAIA | | | | | | | | | | | | | |
| | 45.4 | Finalize agreements and implement the project | MAIA | | | | | | | | | | | | | |
| G | | **Manager CNS/ATM Systems - Joselito** | | | | | | | | | | | | | | |
| 10 | | **Flight Inspection Navaids** | MCAS | | | | | | | | | | | | | |
| | 10.11 | Inspection 2025 | MCAS | | | | | | | | | | | | | |
| | 10.11.1 | RFQ | MCAS | 6-Feb-25 | | | | | | | | | | | | |
| | 10.11.2 | Quotation | MCAS | 8-Feb-25 | | | | | | | | | | | | |
| | 10.11.3 | Approval | MCAS | 25-Feb-25 | | | | | | | | | | | | |
| | 10.11.4 | Execution | MCAS | 23-May-25 | | | | | | | | | | | | |
| | 10.12 | Inspection 2026 | MCAS | | | | | | | | | | | | | |
| | 10.12.1 | RFQ | MCAS | 7-Jan-26 | | | | | | | | | | | | |
| | 10.12.2 | Quotation | MCAS | 14-Jan-26 | | | | | | | | | | | | |
| | 10.12.3 | Approval | MCAS | 15-Jan-26 | | | | | | | | | | | | |
| | 10.12.4 | Execution | MCAS | | | | | | | | | | | | | |

## ROADMAP ANSA N.V. 2026

| | | PROJECT ACTIVITIES ANSA 2025/2026 | WHO? | FINALIZED | 2026 Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
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| 29 | | **Upgrade Voice Communication System (VCS)** | MCAS | | | | | | | | | | | | | |
| 33 | | **Robust ATS System** | MCAS | | | | | | | | | | | | | |
| | 33.15 | High Priority Recommendations 2024 | MCAS | | | | | | | | | | | | | |
| | 33.15.1 | New UPS-RTS with additional battery packs | MCAS | | | | | | | | | | | | | |
| | 33.15.1.5 | Installation | MCAS | 12-Feb-25 | | | | | | | | | | | | |
| | 33.16 | High Priority Recommendations 2025 | MCAS | | | | | | | | | | | | | |
| | 33.16.1 | New Batteries UPS ARO and additional Batteries pack | MCAS | | | | | | | | | | | | | |
| | 33.16.1.1 | RFQ | MCAS | 28-Feb-25 | | | | | | | | | | | | |
| | 33.16.1.2 | Approval | MCAS | 7-May-25 | | | | | | | | | | | | |
| | 33.16.1.3 | Factory activities - batteries UPS ARO | MCAS | 16-May-25 | | | | | | | | | | | | |
| | 33.16.1.4 | Delivery - batteries UPS ARO | MCAS | 16-May-25 | | | | | | | | | | | | |
| | 33.16.1.5 | Installation - batteries UPS ARO | MCAS | 19-May-25 | | | | | | | | | | | | |
| | 33.16.1.6 | Factory activities - battery packs UPS ARO | MCAS | 16-May-25 | | | | | | | | | | | | |
| | 33.16.1.7 | Delivery - battery packs UPS ARO | MCAS | 11-Jul-25 | | | | | | | | | | | | |
| | 33.16.1.8 | Installation - battery packs UPS ARO | MCAS | 11-Jul-25 | | | | | | | | | | | | |
| | 33.16.2 | New Batteries IT rack HQ | MCAS | | | | | | | | | | | | | |
| | 33.16.2.1 | RFQ | MCAS | 28-Feb-25 | | | | | | | | | | | | |
| | 33.16.2.2 | Approval | MCAS | 7-May-25 | | | | | | | | | | | | |
| | 33.16.2.3 | Factory activities | MCAS | 16-May-25 | | | | | | | | | | | | |
| | 33.16.2.4 | Delivery | MCAS | 16-May-25 | | | | | | | | | | | | |
| | 33.16.2.5 | Installation | MCAS | 19-May-25 | | | | | | | | | | | | |
| | 33.17 | High Priority Recommendations 2026 | MCAS | | | | | | | | | | | | | |
| | 33.17.1 | Replacement batteries Tower UPS | MCAS | | | | | | | | | | | | | |
| | 33.17.1.1 | RFQ | MCAS | 16-Jan-26 | | | | | | | | | | | | |
| | 33.17.1.2 | Receipt of proposals | MCAS | 22-Jan-26 | | | | | | | | | | | | |
| | 33.17.1.3 | Award | MCAS | | | | | | | | | | | | | |
| | 33.17.1.4 | Shipping | MCAS | | | | | | | | | | | | | |
| | 33.17.1.5 | Installation | MCAS | | | | | | | | | | | | | |
| | 33.17.2 | Installation of New UPS and UATS at the Localizer Site | MCAS | | | | | | | | | | | | | |
| | 33.17.2.1 | RFQ | MCAS | | | | | | | | | | | | | |
| | 33.17.2.2 | Receipt of proposals | MCAS | | | | | | | | | | | | | |
| | 33.17.2.3 | Award | MCAS | | | | | | | | | | | | | |
| | 33.17.2.4 | Shipping | MCAS | | | | | | | | | | | | | |
| | 33.17.2.5 | Installation | MCAS | | | | | | | | | | | | | |
| 50 | | **Upgrade VOR/DME** | MCAS | | | | | | | | | | | | | |
| | 50.10 | On-site Support 2026 | MCAS | | | | | | | | | | | | | |
| | 50.10.1 | RFQ | MCAS | 13-Jan-26 | | | | | | | | | | | | |
| | 50.10.2 | Receipt of proposals | MCAS | 15-Jan-26 | | | | | | | | | | | | |
| | 50.10.3 | Award | MCAS | 16-Jan-26 | | | | | | | | | | | | |
| | 50.10.4 | Implementation repair works | MCAS | | | | | | | | | | | | | |
| | 50.10.5 | Flight Check | MCAS | | | | | | | | | | | | | |

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| PROJECT ACTIVITIES ANSA 2025/2026 | | | | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | |
| | | | WHO? | FINALIZED | | | | | | | | | | | | | |
| 51 | | **Maintenance RTS and Glide Path Antennas** | MCAS | | | | | | | | | | | | | | |
| | 51.1 | Draft Request for Proposal | MCAS | 23-Jan-26 | | | | | | | | | | | | | |
| | 51.2 | Approval Draft Request for Proposal | MCAS | | | | | | | | | | | | | | |
| | 51.3 | Tender Period (before receipt proposal) | MCAS | | | | | | | | | | | | | | |
| | 51.4 | Receipt of proposal | MCAS | | | | | | | | | | | | | | |
| | 51.5 | Approval proposal - Notification to bidder | MCAS | | | | | | | | | | | | | | |
| | 51.6 | Contract Signing | MCAS | | | | | | | | | | | | | | |
| | 51.7 | Execution maintenance works | MCAS | | | | | | | | | | | | | | |
| 52 | | **Calibration Test Equipment** | MCAS | | | | | | | | | | | | | | |
| | 52.5 | Calibration Measuring Equipment 2025 | MCAS | | | | | | | | | | | | | | |
| | 52.5.1 | Hire new company to implement calibration - KELI LABS | MCAS | 19-Jun-25 | | | | | | | | | | | | | |
| | 52.5.2 | RFQ KELI LABS | MCAS | 16-Apr-25 | | | | | | | | | | | | | |
| | 52.5.3 | Receive Proposal AVC | MCAS | 30-May-25 | | | | | | | | | | | | | |
| | 52.5.4 | Award | MCAS | 19-Jun-25 | | | | | | | | | | | | | |
| | 52.5.5 | Planning of calibration activities | MCAS | 26-Jun-25 | | | | | | | | | | | | | |
| | 52.5.6 | Implementation calibration activities | MCAS | 26-Jun-25 | | | | | | | | | | | | | |
| | 52.5.7 | Send 1st batch Test Equipmnt for calibration | MCAS | 11-Jul-25 | | | | | | | | | | | | | |
| | 52.5.8 | Receive 1st batch back from calibration | MCAS | 10-Oct-25 | | | | | | | | | | | | | |
| | 52.5.9 | Send 2nd batch Test Equipmnt for calibration | MCAS | 28-Nov-25 | | | | | | | | | | | | | |
| | 52.5.10 | Receive 2nd batch back from calibration | MCAS | 30-Jan-26 | | | | | | | | | | | | | |
| | 52.5.11 | Send 3rd batch Test Equipmnt for calibration | MCAS | | | | | | | | | | | | | | |
| | 52.5.12 | Receive 3rd batch back from calibration | MCAS | | | | | | | | | | | | | | |
| | 52.6 | Calibration Measuring Equipment 2026 | MCAS | | | | | | | | | | | | | | |
| | 52.6.1 | Send 1st batch Test Equipment for calibration | MCAS | 27-Feb-26 | | | | | | | | | | | | | |
| | 52.6.2 | Send 2nd batch Test Equipment for calibration | MCAS | | | | | | | | | | | | | | |
| | 52.6.3 | Send 3rd batch Test Equipment for calibration | MCAS | | | | | | | | | | | | | | |
| 58 | | **CNS/ATM Systems - QMS** | MCAS | | | | | | | | | | | | | | |
| | 58.1 | Availability of CNS/ATM Systems | MCAS | | | | | | | | | | | | | | |
| | 58.1.1 | Maintenance of CNS/ATM Systems conform procedures (QO #1 CNS/ATM Ad 2.1) | MCAS | | | | | | | | | | | | | | |
| | 58.1.1.1 | Update CNS/ATM Manual | MCAS | | | | | | | | | | | | | | |
| | 58.1.1.2 | Complete required facilities documentation | MCAS | | | | | | | | | | | | | | |
| | 58.1.1.2.1 | ILS/DME | MCAS | 14-May-25 | | | | | | | | | | | | | |
| | 58.1.1.2.2 | VOR/DME | MCAS | 5-Aug-25 | | | | | | | | | | | | | |
| | 58.1.1.2.3 | WAM/ADSB | MCAS | | | | | | | | | | | | | | |
| | 58.1.1.2.4 | TOPSKY ATC | MCAS | | | | | | | | | | | | | | |
| | 58.1.1.2.5 | VCS/VRRS | MCAS | | | | | | | | | | | | | | |
| | 58.1.1.2.6 | VHF TX/RX Radios | MCAS | | | | | | | | | | | | | | |
| | 58.1.1.2.7 | AMHS/AIS | MCAS | | | | | | | | | | | | | | |
| | 58.1.1.2.8 | ATIS | MCAS | | | | | | | | | | | | | | |
| | 58.1.1.2.9 | Supporting facilities | MCAS | | | | | | | | | | | | | | |
| | 58.1.1.3 | Develop CNS/ATM Training Manual | MCAS | | | | | | | | | | | | | | |

## ROADMAP ANSA N.V. 2026

| | | PROJECT ACTIVITIES ANSA 2025/2026 | WHO? | FINALIZED | 2026 Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 58.1.3 | Critical spare parts (QO #1 CNS/ATM Ad 2.3) | MCAS | | | | | | | | | | | | | |
| | 58.1.3.1 | Develop spare parts management procedures | MCAS | | | | | | | | | | | | | |
| | 58.1.3.2 | Update spare parts list | MCAS | | | | | | | | | | | | | |
| | 58.1.3.4 | Procure critical spare parts | MCAS | | | | | | | | | | | | | |
| | 58.1.5 | Investment plan (QO #1 CNS/ATM Ad 2.5) | MCAS | | | | | | | | | | | | | |
| | 58.1.5.2 | Investment plan 2026 | MCAS | 21-Nov-25 | | | | | | | | | | | | |
| | 58.1.5.3 | Investment plan 2027 | MCAS | | | | | | | | | | | | | |
| | 58.2 | CNS/ATM QMS related documentation | MCAS | | | | | | | | | | | | | |
| | 58.2.1 | Develop CNS/ATM process flow charts | MCAS | 14-May-25 | | | | | | | | | | | | |
| | 58.2.2 | Yearly assesment of CNS/ATM QMS related documented information (see G63) | MCAS | | | | | | | | | | | | | |
| | 58.3 | Yearly evaluation of CNS/ATM related QMS activities (see G64) | MCAS | | | | | | | | | | | | | |
| 59 | | **CANSNET PROJECT** | MCAS | | | | | | | | | | | | | |
| | 59.11 | Contract Preparation and approval ARUBA | MCAS | 9-Jul-25 | | | | | | | | | | | | |
| | 59.12 | Contract approval all CANSNET Member States | MCAS | | | | | | | | | | | | | |
| | 59.13 | Factory activities | MCAS | | | | | | | | | | | | | |
| | 59.14 | Project Implementation | MCAS | | | | | | | | | | | | | |
| | 59.14.1 | CANSNET Training Level 1 | MCAS | | | | | | | | | | | | | |
| | 59.14.2 | CANSNET Training Level 2 | MCAS | | | | | | | | | | | | | |
| | 59.15 | SAT | MCAS | | | | | | | | | | | | | |
| | 59.16 | Cut over (Jan'27-Mar'27) | MCAS | | | | | | | | | | | | | |
| 60 | | **Upgrade TopSky AMHS/AIS HW & SW and Refresher Training Tech** | MCAS | | | | | | | | | | | | | |
| | 60.9 | Factory activities | MCAS | 30-May-25 | | | | | | | | | | | | |
| | 60.10 | FAT | MCAS | 6-Jun-25 | | | | | | | | | | | | |
| | 60.11 | Shipping | MCAS | 30-Sep-25 | | | | | | | | | | | | |
| | 60.12 | Installation | MCAS | 10-Nov-25 | | | | | | | | | | | | |
| | 60.13 | Training CNS/ATM and ARO personnel | MCAS/MAIA | 19-Nov-25 | | | | | | | | | | | | |
| | 60.14 | SAT | MCAS | 21-Nov-25 | | | | | | | | | | | | |
| 61 | | **Develop ANSA Procurement Policy and Procedures document** | MCAS | | | | | | | | | | | | | |
| | 61.1 | Acquire information | MCAS | 26-Jun-25 | | | | | | | | | | | | |
| | 61.2 | Draft document | MCAS | 16-Jan-26 | | | | | | | | | | | | |
| | 61.3 | Approve draft document | MCAS | | | | | | | | | | | | | |
| 62 | | **Upgrade WAM/ADSB** | MCAS | | | | | | | | | | | | | |
| | 62.2 | RFQ for On-site health check | MCAS | 14-Feb-25 | | | | | | | | | | | | |
| | 62.3 | Receive and approve offer health check | MCAS | 13-Mar-25 | | | | | | | | | | | | |
| | 62.4 | Health check implementation | MCAS | 15-May-25 | | | | | | | | | | | | |
| | 62.5 | Receive health check report | MCAS | 9-Jun-25 | | | | | | | | | | | | |
| | 62.6 | RFP for system upgrade based on health check report | MCAS | 18-Jun-25 | | | | | | | | | | | | |
| | 62.7 | Receive offer | MCAS | 27-Oct-25 | | | | | | | | | | | | |
| | 62.8 | Award project | MCAS | 25-Nov-25 | | | | | | | | | | | | |
| | 62.9 | Contract Signing | MCAS | 15-Dec-25 | | | | | | | | | | | | |
| | 62.10 | Factory activities | MCAS | | | | | | | | | | | | | |
| | 62.11 | FAT | MCAS | | | | | | | | | | | | | |

| ROADMAP ANSA N.V. 2026 | | | | | | | | | | | | | | | | | |
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| | | | | | 2026 | | | | | | | | | | | | |
| PROJECT ACTIVITIES ANSA 2025/2026 | | | | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | |
| | | | WHO? | FINALIZED | | | | | | | | | | | | | |
| | 62.12 | Shipping | MCAS | | | | | | | | | | | | | | |
| | 62.13 | Installation | MCAS | | | | | | | | | | | | | | |
| | 62.14 | SAT | MCAS | | | | | | | | | | | | | | |
| | 62.15 | Tech Training | MCAS | | | | | | | | | | | | | | |
| 63 | | **Yearly assesment of CNS/ATM QMS related documented information** | MCAS | | | | | | | | | | | | | | |
| | 63.2 | Yearly assesment 2024 | MCAS | 10-Apr-25 | | | | | | | | | | | | | |
| | 63.3 | Yearly assesment 2025 | MCAS | 24-Feb-26 | | | | | | | | | | | | | |
| 64 | | **Yearly evaluation of CNS/ATM related QMS activities** | MCAS | | | | | | | | | | | | | | |
| | 64.2 | Yearly evaluation 2024 | MCAS | 10-Apr-25 | | | | | | | | | | | | | |
| | 64.4 | Yearly evaluation 2025 | MCAS | 24-Feb-26 | | | | | | | | | | | | | |
| 65 | | **ISMS Implementation** | MCAS | | | | | | | | | | | | | | |
| | 65.1 | Cybersecurity plan | MCAS | | | | | | | | | | | | | | |
| | 65.1.1 | Cybersecurity plan Phase 1 - Preparation | MCAS | 27-Nov-25 | | | | | | | | | | | | | |
| | 65.1.1.1 | Documentation Collection | MCAS | 27-Nov-25 | | | | | | | | | | | | | |
| | 65.1.1.1.1 | Share Point Repository | MCAS | 27-Nov-25 | | | | | | | | | | | | | |
| | 65.1.1.1.2 | Document Collection Inventory | MCAS | 12-Dec-25 | | | | | | | | | | | | | |
| | 65.1.1.1.3 | Document Control Procedure Draft | MCAS | 13-Dec-25 | | | | | | | | | | | | | |
| | 65.1.1.2 | Assets & Stakeholders Identification | MCAS | 12-Dec-25 | | | | | | | | | | | | | |
| | 65.1.1.2.1 | Asset Register, | MCAS | 23-Jan-26 | | | | | | | | | | | | | |
| | 65.1.1.2.2 | Stakeholder Analysis | MCAS | 23-Jan-26 | | | | | | | | | | | | | |
| | 65.1.1.2.3 | Asset Ownership Assignment | MCAS | 23-Jan-26 | | | | | | | | | | | | | |
| | 65.1.1.3 | GAP Analysis - Part 1 | MCAS | 13-Dec-25 | | | | | | | | | | | | | |
| | 65.1.1.4 | GAP Analysis - Part 2 | MCAS | 13-Dec-25 | | | | | | | | | | | | | |
| | 65.1.1.5 | Risk Assesment Preparation | MCAS | 23-Jan-26 | | | | | | | | | | | | | |
| | 65.1.1.6 | Risk Assesment Workshop | MCAS | | | | | | | | | | | | | | |
| | 65.1.2 | Cybersecurity plan Phase 2 - Development | MCAS | | | | | | | | | | | | | | |
| | 65.1.3 | Cybersecurity plan Phase 3 - Implementation | MCAS | | | | | | | | | | | | | | |
| | 65.1.4 | Cybersecurity plan Phase 4 - Internal Review and Adjustments | MCAS | | | | | | | | | | | | | | |
| | 65.2 | Delevelop other ISMS elements (Q1 - Q3 2027) | MCAS | | | | | | | | | | | | | | |
| | 65.3 | ISMS Certification (Q4 2027) | MCAS | | | | | | | | | | | | | | |
| 66 | | **Implement Security Control in IT Room HQ** | MCAS | | | | | | | | | | | | | | |
| | 66.1 | RFP Meeting Safe Com | MCAS | 27-Oct-25 | | | | | | | | | | | | | |
| | 66.2 | Receive offer | MCAS | 30-Oct-25 | | | | | | | | | | | | | |
| | 66.3 | Award project | MCAS | 10-Nov-25 | | | | | | | | | | | | | |
| | 66.4 | Implementation | MCAS | 25-Nov-25 | | | | | | | | | | | | | |

| ROADMAP ANSA N.V. 2026 | | | | | | | | | | | | | | | | | |
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| | | | | | 2026 | | | | | | | | | | | | |
| PROJECT ACTIVITIES ANSA 2025/2026 | | | | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | |
| | | | WHO? | FINALIZED | | | | | | | | | | | | | |
| **67** | | **CNS/ATM Trainingplan 2026** | **MCAS** | | | | | | | | | | | | | | |
| | 67.1 | VCS/VRRS On-site training | **MCAS** | | | | | | | | | | | | | | |
| | 67.2 | IT Trainings | **MCAS** | | | | | | | | | | | | | | |
| | 67.2.1 | IT Core 1 training | **MCAS** | | | | | | | | | | | | | | |
| | 67.2.2 | IT Core 2 training | **MCAS** | | | | | | | | | | | | | | |
| | 67.2.3 | IT Microsoft 365 Training | **MCAS** | | | | | | | | | | | | | | |
| | 67.2.4 | IT Microsoft 365 Security Training | **MCAS** | | | | | | | | | | | | | | |
| | 67.3 | Recurrent Safety & Quality Training | **MCAS** | | | | | | | | | | | | | | |
| **68** | | **New ATC Tower Annex ANSA Office Building** | **CEO/MCAS** | | | | | | | | | | | | | | |
| | 68.1 | Construction cost estimation CAST | **CEO/MCAS** | | | | | | | | | | | | | | |
| | 68.2 | Business Case MovingDot on ANSA Tower options | **CEO/MCAS** | | | | | | | | | | | | | | |
| | 68.3 | Acquisition of a terrain from the Government of Aruba | **CEO/MCAS** | | | | | | | | | | | | | | |
| | 68.4 | Hire an external company to design building | **CEO/MCAS** | | | | | | | | | | | | | | |
| | 68.5 | Award Construction project to a contractor | **CEO/MCAS** | | | | | | | | | | | | | | |
| | 68.6 | Hire an external company that will be responsible for the construction | **CEO/MCAS** | | | | | | | | | | | | | | |
| | 68.7 | Construction of the new ATC Tower Annex ANSA Office Building (by Q4 2027) | **CEO/MCAS** | | | | | | | | | | | | | | |