

ARUBA AIRPORT AUTHORITY N.V.

ESG & Corporate Responsibility

REPORT 2025





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A Message from AAA

As part of Queen Beatrix International Airport (Aruba Airport)'s continued aspiration to become one of the most Sustainable Airports in the Latin America & Caribbean region, in 2025, Aruba Airport Authority N.V. (AAA) introduced the Airport's new Environmental Management System (EMS) and Environmental Policy focusing on six key pillars that will be the basis for:

- Defining all airport sustainability and environmental goals
- Offering a strong commitment to protect the environment
- Outlining the Airport's environmental objectives and operational principles, and is endorsed by the airport's leadership



SUSTAINABLE
AVIATION



SUSTAINABLE
AIRPORT OPERATIONS

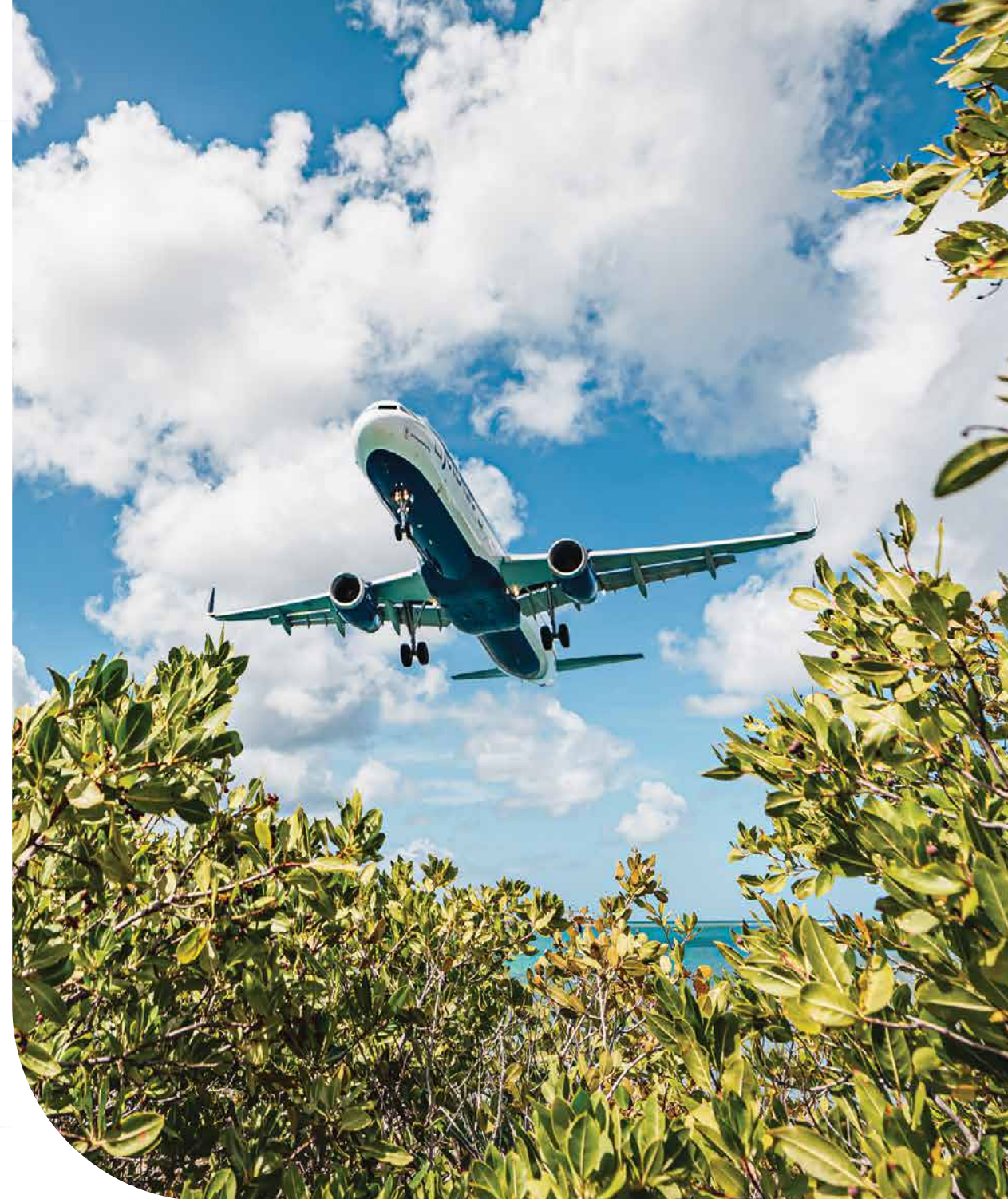


SUSTAINABLE
COMMUNITY

Introduction

AAA has been reporting on Corporate Social Responsibility (CSR) since 2021, based on guidance of Corporate Social Responsibility Directive (CSRD) & European Sustainability Reporting Standards (ESRS).

In 2025, AAA integrated environmental, social, and governance (ESG) principles into its reporting framework and published its first ESG & CSR Report. AAA will continue to use the Airport Council International –Latin America & Caribbean ESG framework and guidance for future publications.



Our Aspiration 2030 at a glance

SUSTAINABLE SAFE
FUTURE PROOF



Sustain-A-Change Committee

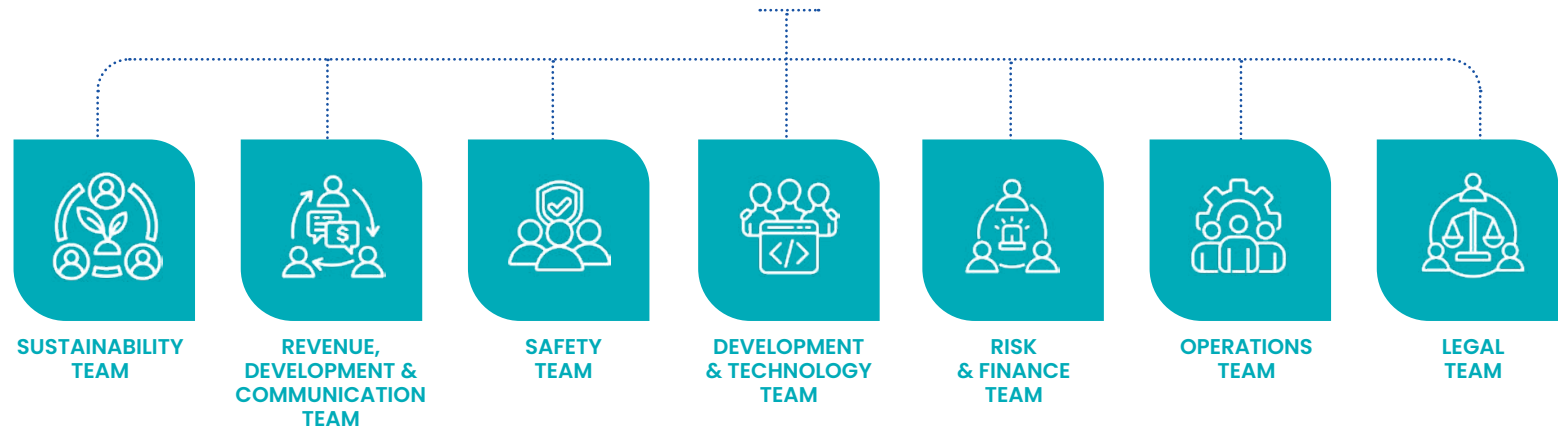
In 2025, the Sustain-A-Change committee meetings focused on the implementation and introduction of the Airport's Waste separation bins as well as the execution of a Baseline Noise Assessment which included planning, coordination, and continuous involvement of cross-functional teams (internal and external).



SUSTAINABILITY & CORPORATE RESPONSIBILITY COMMITTEE



SUSTAIN-A-CHANGE MANAGEMENT TEAM



Sustain-A-Change Committee

Objectives



➤ To Reduce

airport's carbon footprint in line with AAA's sustainability certifications

➤ To Advocate and Promote

sustainable best practices and business to stakeholders and third parties

➤ To Continuously

reduce waste generation and promote sustainable waste management

➤ To Promote

water conservation and integration of water-saving technologies

➤ To Focus

on the health and wellbeing of the airport community

➤ To Protect and Contribute

to biodiversity conservation and local ecosystems in and around the airport

➤ To Focus

on integrating climate risk management and resilience measures into the Airport's master planning, infrastructure, and overall operations

➤ To Continuously

improve energy efficiency and adoption of renewable energy

Stakeholder Matrix

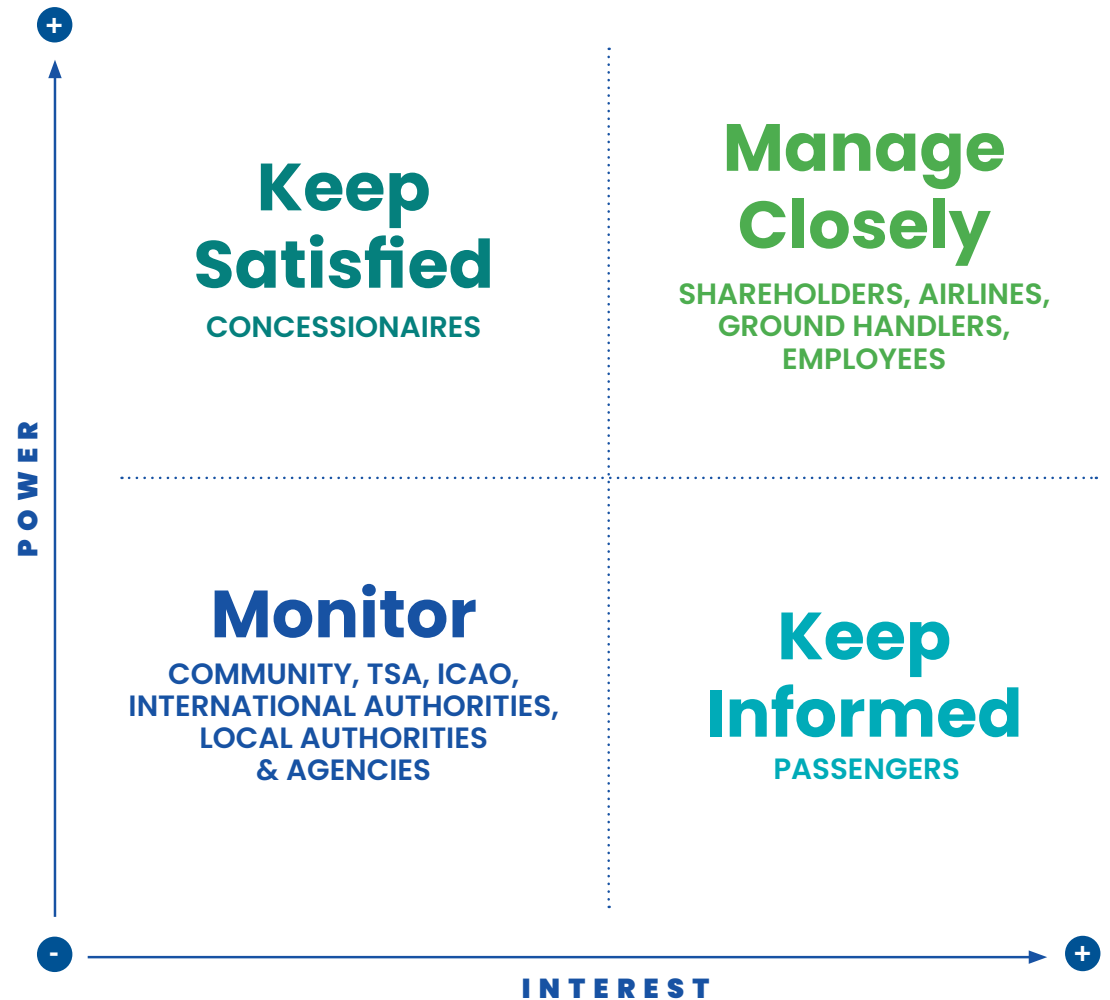
Internal and External Stakeholders Engagement

AAA mapped and developed a Stakeholder Matrix from the airport operator's perspective, reflecting the specific priorities and dynamics. The Stakeholder Matrix enables AAA to provide effective communication strategies and engagement with its stakeholders.

In 2025, a stakeholder engagement survey was conducted among key external stakeholders, to gather perspectives and expectations on environmental and sustainability topics. The results will be included in the Stakeholder Engagement Plan, and communication plan.

➤ Achievements:

- 21 responses of key external stakeholders
- Stakeholders identified Waste Management, Biodiversity Management including Wildlife and Climate Risk and Resilience as the priority focus area for AAA
- 52.4% of respondents indicated their willingness to collaborate
- 85.7% of respondents indicated an interest in receiving frequent updates related to sustainability initiatives and activities



Double Materiality Assessment

In 2025, AAA performed an ESG Double Materiality Assessment to identify and prioritize ESG-related risks, opportunities, and impacts while evaluating their financial implications. These risks were monitored throughout the year and formally reviewed, to assess changes in risk exposure and validate the ongoing relevance of identified material topics. This enables AAA to implement control measures to mitigate negative impacts, enhance positive contributions, and long-term business sustainability.

Top 10 Identified Risks and Impacts:

1. Climate Risk & Resilience ●
2. Water Management ●
3. Ground & Water pollution ●
4. Tourism growth impacts on airport capacity ●
5. Airport Cyber Security ●●
6. Biodiversity management ●
7. Carrying Capacity ●●
8. Waste management ●
9. Carbon emissions and energy management ●
10. Economic impact AAA has on the environment ●





➤ **C H A P T E R 1**

Environment

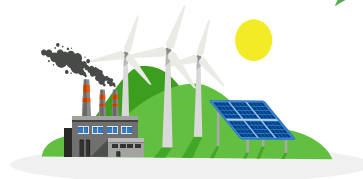


Climate Change

Climate Mitigation

Achievements:

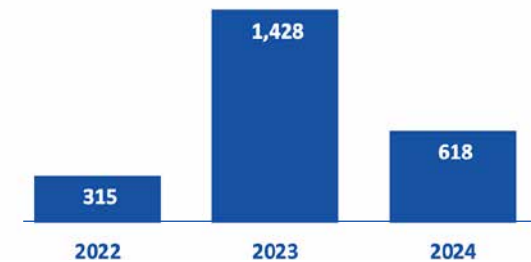
- In 2025, AAA has been recertified at Level 3 of the Airport Carbon Accreditation based on 2024 quantified emissions. The Airport Carbon Accreditation engages AAA to keep an inventory of its scope 1, 2 and 3 greenhouse gas emissions
- In 2025, a report was delivered to provide AAA with a roadmap to transition to Level 4. The report outlines the technical considerations, program requirements and proven best practices



SCOPE 1

EMISSIONS IN tCO₂e

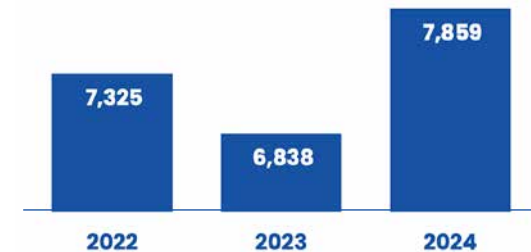
Direct emissions that are owned/controlled by AAA



SCOPE 2

EMISSIONS IN tCO₂e

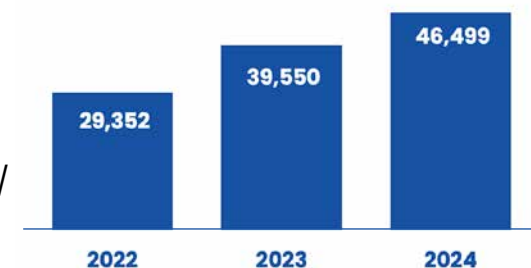
Indirect emissions from the purchase of electricity



SCOPE 3

EMISSIONS IN tCO₂e

Indirect emissions resulting from AAA's activities, occurring from sources not owned/controlled by AAA



* Reported carbon footprint numbers (tCO₂e) might be updated in the future. This happens if our company grows, if we find more accurate data, or if the official ways of calculating emissions are improved.



Climate Change

Climate Mitigation



➤ **Achievements:**

- Desktop audit completed; certification pending CAP closure
- Continuous improvement actions are tracked to support ongoing performance across the certification criteria
- Based on Green Globe criteria, AAA has placed additional emphasis on ensuring water quality standards are met

Green Globe is a globally recognized standard for sustainable tourism and environmental management, focusing on reducing environmental impact through energy efficiency, waste reduction, and resource conservation. Annual audits, on-site and/or desktop, are held to ensure continuous improvement.

In 2025, a desktop audit has been completed for recertification and Corrective Action Plans (CAP) are to be closed in 2026. The Green Globe desktop certification criteria consisted of 56 indicators covering four main areas:

- **1. Sustainable Management**
- **2. Social/Economic**
- **3. Cultural Heritage**
- **4. Environmental**

Certification Progress



Climate Change

Climate Adaptation

In 2025, the Climate and Ocean Risk Vulnerability Initiative (CORVI) assessment was finalized and AAA received the final CORVI Assessment report, including the identification of Aruba’s top climate risk clusters.

The findings are being reviewed and are being incorporated into current and future plans, including master planning, business plans and strategies.

To further strengthen AAA’s commitment to sustainability, AAA completed the IATA Environmental Assessment (IEnvA) for which an internal - and external assessment was conducted. The IEnvA audit provided a structured framework for improving environmental performance, while ensuring compliance with global and local standards.

LEED Gold Certification

As part of the Airport’s Gateway 2030 expansion project, the LEED (Leadership in Energy and Environmental Design) framework has been instrumental to ensure sustainability and environmental impacts and measures are integrated into the design, construction, and overall execution of the new airport terminal buildings.



➤ Achievement:

- The LEED Gold certification was achieved in 2024, however, the commemorative plaque was received and installed in the new U.S. Check-In Hall in 2025

NATA Sustainability Standards

The Green Aviation Business Certification by the National Air Transportation Association (NATA) Sustainability Standard for Aviation Business, recognizes steps taken to reduce greenhouse gas emissions, minimize waste and integrating sustainable business practices.

JET TNCA began its sustainability journey in February 2025, through a two-day workshop, and implemented key actions including an environmental policy, carbon inventory, paperless systems, LED lighting, and a water refill station.

➤ Achievement:

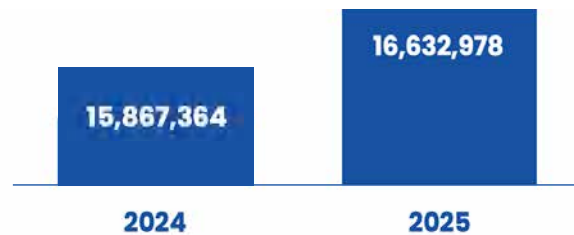
- JET-TNCA achieved Level 1 - Green Aviation Business Certification

Climate Change

Energy Consumption

AAA has an installed solar panel capacity of 67.9 kW. In 2025, AAA's total electricity consumption reached 15,867,364 kWh, reflecting an expected increase from 2024 due to increase in passenger numbers, construction, and expansion of airport facilities.

Usage in kWh



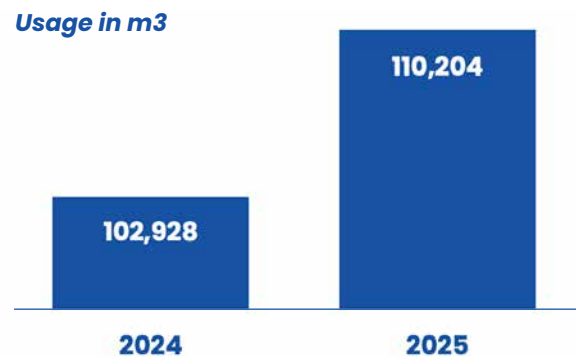
➤ Achievements:

- Replace existing legacy electrical systems to ensure continuity and overall system efficiency
- A new high-efficiency chiller was installed and commissioned, improving energy efficiency

Water

Water Source and Consumption

In 2025, AAA's total water usage was 110,204 m³, an expected increase due to construction activities and enhanced water quality measures implemented.



Water Quality Assurance

In 2025, AAA has focused its water quality assurance efforts on enhancing the current Potable Water System Management Standard Operating Procedure (SOP) to ensure continuous improvement hereof. Additionally, AAA has strengthened its collaboration with WEB N.V. to support the airport's initiatives, including a site visit to WEB's new laboratory at their facilities.

➤ Achievements:

- Installation of efficient faucets and fixtures across the airport
- The Phase 1A of the Gateway 2030 Project, utilizes HVAC condensate water for irrigation
- Installation of water refill stations to promote efficient water use and reduce single-use plastic bottles

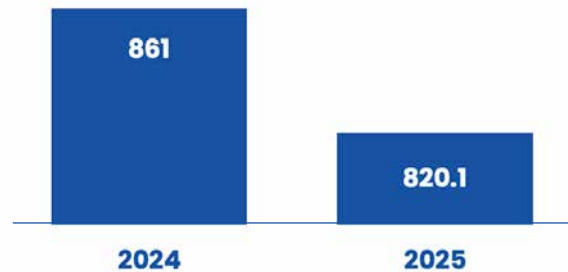


Materials & Resources

Waste

AAA's airport operation generates waste known as Municipal Solid Waste (MSW) from the airport facilities such as restrooms, food and beverage outlets, ground handling operations, airlines, terminal operations, and office spaces.

Waste in Tonnage



➤ Achievements:

- A total of 90 waste separation bins have been implemented for general waste, plastic bottles, and aluminum cans across the Airport as part of its Sustainable Waste Management Plan
- A total of 4 liquid disposal bins were installed to minimize contamination of other waste streams and improve overall waste handling efficiency. This also reduced the number of plastic bottles at AAA's main security checkpoint
- 2 Waste Characterization Studies were conducted to analyze the Airport's waste composition
- AAA launched a research pilot to assess generation of coffee grounds volume and molding time. A total of 16.62 kg was collected and donated to a local supplier, supporting reuse and community greening initiatives

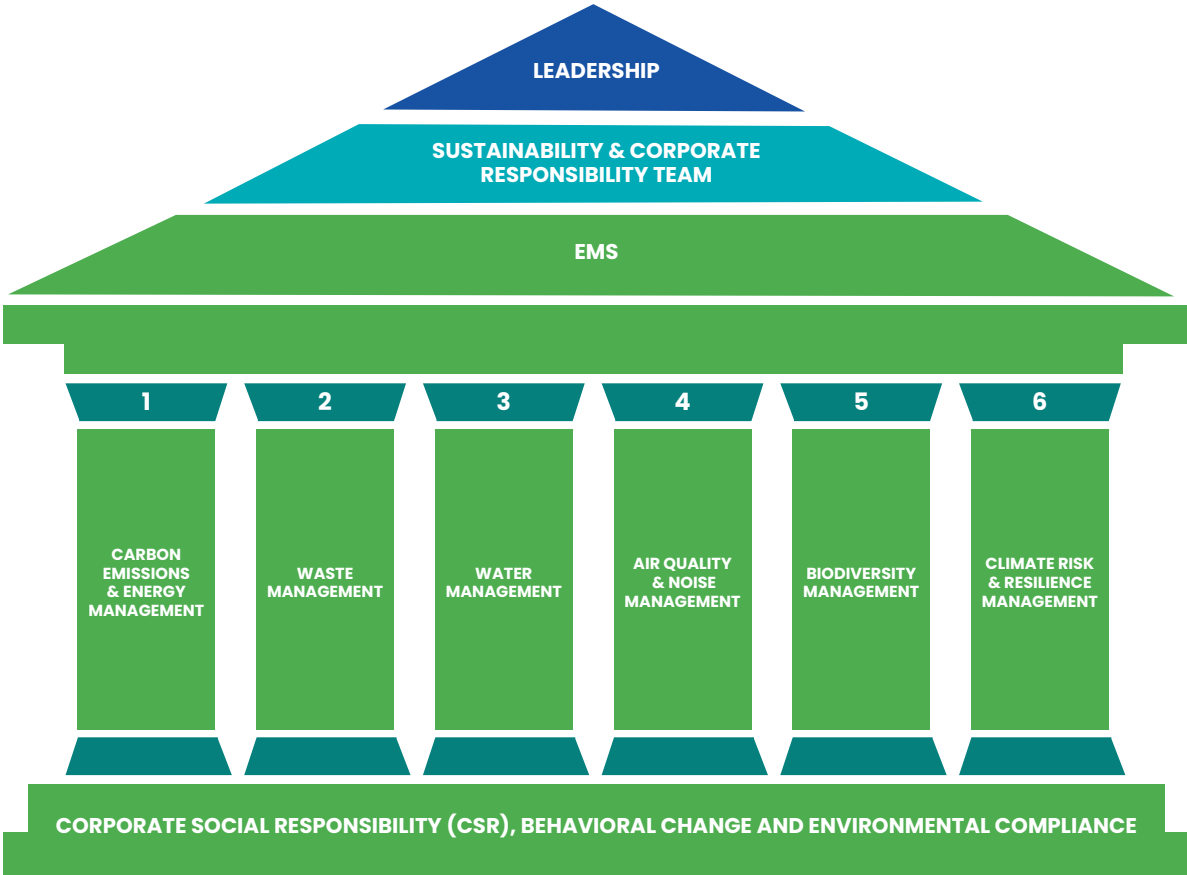
Introduction of Airport Environmental Management System

In October 2025, AAA introduced the Airport's new Environmental Management System (EMS) and Environmental Policy, providing a framework to plan, implement, mitigate and manage environmental impacts across the organization and overall airport operations.

The new EMS focuses on six key pillars including:

- 1. Carbon Emissions & Energy Management
- 2. Waste Management
- 3. Water Management
- 4. Air Quality & Noise Management
- 5. Biodiversity Management
- 6. Climate Risk & Resilience Management

Focused on a long-term, structured approach to reducing environmental impact while reinforcing the airport's commitment to its community, stakeholders, and partners through targeted initiatives and projects.



Noise and Biodiversity Management

Baseline Noise Assessment

As part of the Airport's 4th EMS Pillar, a baseline noise assessment was conducted in 2025, to assess the airport's noise impact on surrounding communities.

The assessment showed positive results on current airport noise levels which are within acceptable limits and accepted standards.

The results of the baseline assessment, helps the airport to properly track future changes over time, respond proactively as operations grow, and ensure that community well-being remains a key consideration in decision-making.

Biodiversity Management

AAA has initiated its environmental efforts to protect and contribute to biodiversity conservation and local ecosystem health in and around the airport as well as the local community by seeking collaboration and partnership with third parties, including Aruba Conservation Foundation (ACF), and Government of Aruba.



➤ **CHAPTER 2**

Social

In 2025, AAA's People Strategy Articulation Map focused on:

➤ Achievements:

- Launch of a multi-year Organizational Model Redesign to improve role clarity, governance, accountability, and alignment with Aspiration 2030
- Updated essential policies and continued its HR digitalization journey
- Improved data quality and analytics capabilities to support evidence-based decision-making
- Company wide People Strategy sessions to further strengthen awareness of AAA's HR priorities and the organizational capabilities that underpin the Aspiration 2030

Collectively, these efforts enhanced AAA's clarity, capability, and readiness, supporting a future-focused alignment of people, processes, structure, and culture.



Labor Conditions

Benefits and Compensation

AAA has an established comprehensive Benefits and Compensation program for employees.

In 2025, AAA employees had access to the following benefits and compensation:



HEALTH

- Medical
- Dental
- Vision
- Onsite First Aid and Emergency Support
- Wellness Incentive Program
- Employee Bike Purchase Program



PAY

- Market Competitive Salaries
- Recognition
- Performance-based Merit Increases



SAVING

- Flexible Savings Plan
- Pension Plan
- Financial Planning Assistance



TIME OFF

- Vacation Days
- Paid Sick Time
- Paid Holidays
- Advance Payment
- Sick Time
- Short-term Disability
- Long-term Disability
- Family-related Leave



EXTRAS

- Airport Parking Privileges
- Tuition Assistance
- Employee Emergency Fund
- Legal Advice
- Solar Panels Program
- Green Loan Program
- Enhanced Shift Swap Procedure

Labor Conditions

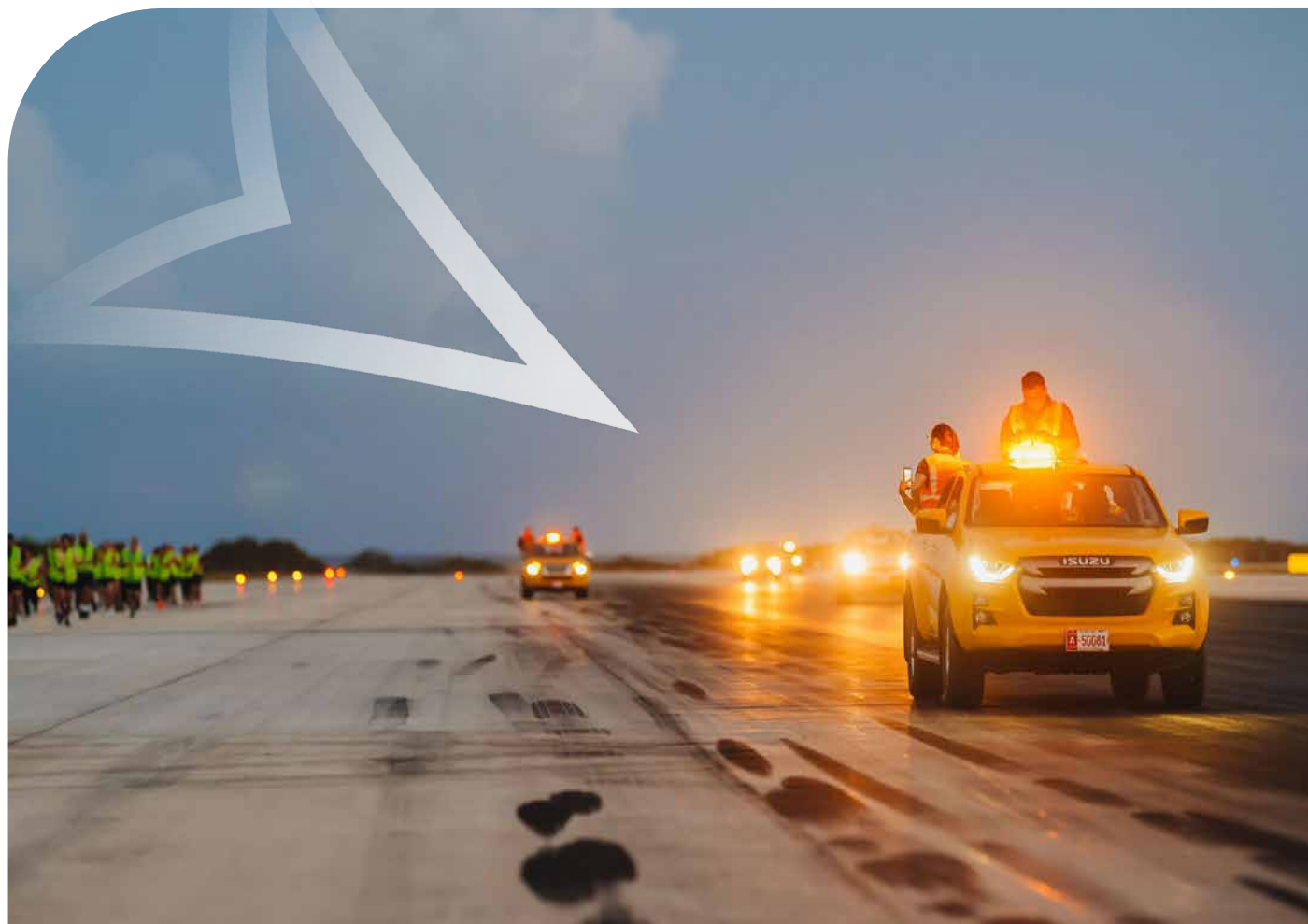
Employer-Employee Relations

Collective Labor Agreement

As part of AAA's ongoing commitment to fostering a fair and equitable workplace, AAA adheres to the terms of its Collective Labor Agreement and applicable regulations. This agreement outlines employer and employee rights, responsibilities and protections, covering salaries, job functions, disciplinary measures, holidays, bonuses and performance allowances.

AAA employees are covered by either a collective labor agreement, AVR or individual labor agreements.

Employee Engagement



AAA continues to foster engagement through events such as Employee Appreciation Week and Quarterly Informational sessions. To help guide events planning for 2026, a survey was conducted to gather employee feedback on the events they value most. Furthermore, a Gallup Learning & Development Consultant facilitated the Gallup Manager Program to most of AAA's People Leaders.

Labor Conditions

Health & Safety

Employee Safety

AAA provides all employees and the airport community with comprehensive safety training to ensure employees have the necessary skills and knowledge to operate and maintain a safe airport working environment. Annual safety drills including emergency exercises are coordinated to train and equip employees with skills for real world scenarios.

➤ *Achievements:*

- 1 tabletop exercise and 1 CaribeWave emergency exercise was conducted
- 210 participants attended Safety Week 2025
- Safety screens were installed at Gate 2, 6, and 8 for proper airside safety communication
- 1 tabletop exercise was conducted with AAA's Emergency Operations Center (EOC), RFFS, and FMSA
- A total of 8 Vehicle - Facilities incidents were reported
- 4 FOD walks were conducted with all surpassing the attendance target of 55 participants per FOD walk



Employee Health

In 2025, the Emergency Response Team (ERT) continued to strengthen employee health and emergency preparedness through recurrent ERT and Advanced First Aid (AFA) training.

➤ *Achievements:*

- Basic Life Support (BLS) training was introduced and a total of 40 AAA employees were trained
- 4x Tabletop Exercises (TTEX) were conducted with 3 on a voluntary participation basis
- A total of 290 medical incidents were recorded and managed by the ERT in 2025

Employee Wellbeing

AAA's Health and Wellness Policy focuses on providing enhanced emotional, physical, financial and environmental wellbeing to all employees through continuous awareness, education, tools and resources.

Mental Wellbeing

Psychological services is available to ensure the mental health of employees, which can be arranged through the Human Resources unit (HR).

Physical Wellbeing

AAA employees are offered different benefits from the health and wellness program:

- Monthly contributions to cover physical activities
- Nutritional Support and Advice
- Wellness Discounts at Registered Vendors

Financial Wellbeing

AAA empowers employees to manage their personal finances by providing educational guidance. This includes a structured company savings plan and the option to set aside funds for specific short-term goals.

Environmental Wellbeing

With a focus on creating a clean, and healthy environment, AAA employees are encouraged to participate in health related awareness training.



➤ **Achievements:**

- 30% of AAA employees made use of the health & wellness contribution
- 80 AAA employees participated in health checkups, which included BMI measurement, blood pressure monitoring, blood sugar testing, and basic laboratory assessments
- AAA and Authorities had the opportunity to receive the Yellow Fever Vaccine

Labor Conditions

Talent Acquisition and Retention

This section provides an overview of employee data for comparison.

Employee Overview:



AAA Employees Employed:



The average age at AAA is:



Turnover rate at AAA:



➤ Achievements:

- AAA updated the following HR related policies:
 - Recruitment policy
 - Maternity Leave and Breastfeeding policy
 - Sick Leave policy
 - Controlled Substances and Alcohol policy (CS&A)
 - Education policy
- Introduction of ORTEC App
- Enhanced pre-employment background checks

Labor Conditions

Training and Development

In 2025, the Learning Hub supported continuous learning across the company by offering a wide range of courses covering various topics.

The Learning Hub enables the development of tailor-made training modules that can be assigned to specific employees or teams to support individual and team-based learning needs.

AAA also provides its employees with the opportunity to follow courses through well-known institutions such as ICAO, ACI, and IATA, that are relevant to their job description, either virtual or in person.



➤ **Achievements:**

- AAA provided numerous employees with the opportunity to enhance their expertise through: Certificate I & II in Airside Safety and Apron Safety and Operations Management course
- Airport Management Professional Accreditation Program (AMPAP) – ACI-LAC
- 20 AAA employees completed GSN 1 – Safety Management Systems
- 61 AAA employees completed GSN 2 – Airside Safety and Operations
- 21 AAA employees completed GSN 4 – Working with Annex 14



Eco-Chat Program

Environmental Community Orientation

Eco-Chat awareness sessions were held each quarter to promote environmental awareness and sustainable practices.

Q1 > Sustainable Home Improvements

Two local companies presented smart solutions to improve household energy efficiency, focusing on window and door solutions, HVAC efficiency, LED lighting, and water conservation.

Q3 > Healing the Ocean

A local foundation presented its coral reef nursery project and highlighted the importance of combating lionfish threats in Aruba.

Q2 > Composting & Planting

Two local companies shared best practices on composting to reduce household waste and enrich soil, combined with simple planting techniques.

Q4 > Syntropic Agroforestry in Action (World Soil Day):

A syntropic company explained how syntropic systems restore soil health, enhance biodiversity, and create self-sustaining ecosystems. A UNESCO-associated local school presented student involvement in agroforestry and food forest initiatives.



➤ *Achievement:*

- A total of 91 participants attended the Eco-Chat Awareness sessions

SDG Week Activities

During SDG Week, multiple awareness and engagement activities were organized for the airport community:

- Introduced waste separation bins across the airport and delivered multiple waste separation presentations to ensure broad participation
- Volunteered at UNESCO Schools Food Forest initiative

Diversity, Equity, and Inclusion

Diversity

Born in Aruba

87.3%
RESULT 2024

88.8%
RESULT 2025

Only residents or individuals with valid work permit receive AIRB-badge.

Equity

Pay grading is based on function requirements and competencies and does not consider gender in the grading system.

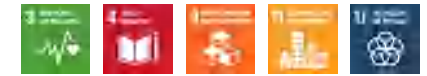
Inclusion

AAA acknowledges the importance and commitment to fostering diversity and inclusion.

➤ *Achievements:*

- AAA marked Pride Week by hosting a Pride event, raising the Pride Flag, and illuminating the control tower and terminal lights in rainbow colors
- AAA hosted an inclusive airport community event and distributed special Pride lanyards to the community





Community Rights and Engagement

Land Acquisition and Resettlement

In 2025, AAA agreed to purchase a parcel of land within the runway approach and take-off path. This acquisition secures safe airport operations, reduces reliance on leased property, and supports long-term land management aligned with safety, regulatory, and sustainable development requirements.

Culture and Heritage

AAA values Aruba's cultural traditions and supports them by sponsoring cultural and sporting events that bring the community together and promote local heritage.

Social Contribution

AAA takes pride in contributing to society through Projects, Donations and Sponsors. Projects and Donations go through the Wings of Hope volunteer group and Sponsorships go through AAA's Marketing & Communications team.



➤ Achievements:

- Stichting Musica, SMAC, University of Aruba, Aruba Open Beach Tennis, CreAtivo Conference, Aruba Paintball Federation
- AAA has integrated local culture into the daily passenger welcome through live steelpan music
- Educational Program – BeYourOwnBoss AAA partnered with Qredits Aruba to implement the BeYourOwnBoss educational program for the 2025–2026 school year, beginning September 25, 2025. The program guides students in exploring entrepreneurship and developing a practical business portfolio

Key topics covered:

- Personal entrepreneurial skills
- Formulating a business idea
- Competitor analysis
- Marketing planning
- Financial planning
- Pitching a business idea

The program will culminate with a final pitch event, with a panel of judges.

Participating schools: 6

Participating students: approximately 140

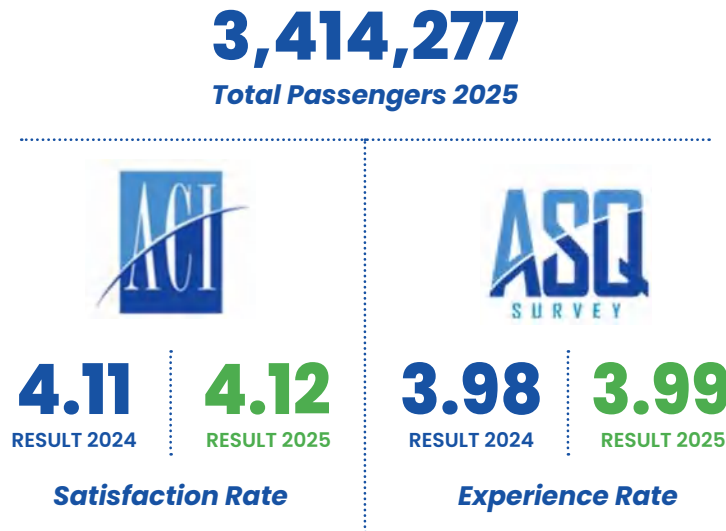
Upon successful completion, students may progress to a more advanced program, such as the Small Business Academy (18+).



Customer Experience

Customer Satisfaction

Passenger experience is measured through Airport Service Quality (ASQ) surveys, that are conducted on all departing passengers to measure satisfaction- and experience rate.



Information and Marketing Practices

In 2025, Aruba Airport's Marketing & Communications team strengthened social engagement, transparency, and stakeholder connections by delivering year-round social media reporting, supported sponsorships, and organized community, cultural, and sustainability events. The team also managed several crisis communication situations, ensuring timely and accurate information sharing.



Accessibility

In 2025, AAA initiated its journey to enhance accessibility for passengers and visitors. As a supporting pillar of the EMS, these Corporate Social Responsibility efforts align with our values and the UN Sustainable Development Goals to further improvements.

➤ Achievements:

- AAA conducted the Airport's Baseline Accessibility Assessment
- 2 pet relief areas were constructed in the terminal to improve accessibility and passenger comfort for pet owners

➤ **C H A P T E R 3**

Governance



Ethical and Responsible Business Practices

AAA has an Ethical Business Partners clause in its Code of Conduct to ensure third party suppliers, vendors and other service providers comply with standards and requirements.

Sustainability is embedded in AAA’s contracting and procurement. Standard templates include a sustainability clause, external contracts are checked for ESG alignment, and tender evaluations incorporate relevant sustainability criteria.

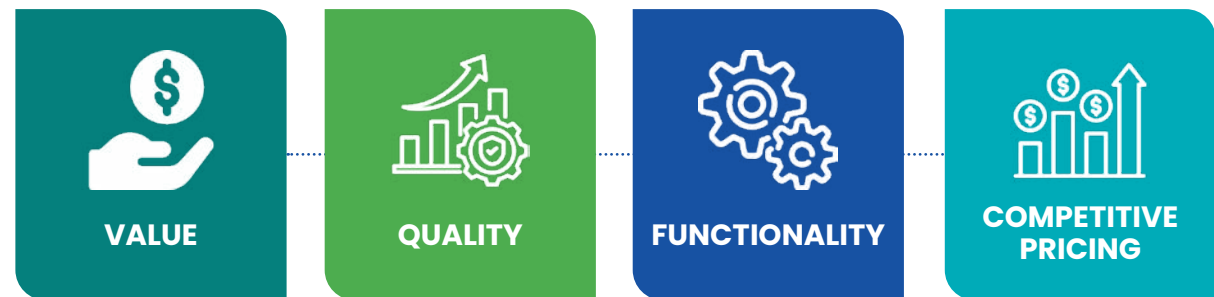
➤ **Achievements:**

- 29 random scheduled tests took place amongst AAA employees for compliance with CS&A policy
- A total of 42 permanent suspension letters were issued, of which 25 were related to non-compliance of CS&A policy

Anti-Competitive Behavior, Corruption and Conflict of Interest

AAA is dedicated to fostering a market environment built on ethical and fair competition. To ensure any activities that could undermine fair competition, the Anti-Competitive Behavior Evaluation matrix is applied.

Anti-Competitive Behavior Evaluation Matrix:



AAA has a Tender and Purchasing Procedure policy that restricts any bribery, corruption and tax-evading activities.

All instances of actual, attempted, or suspected fraudulent or corrupt activities will be thoroughly investigated. AAA is committed to recovering any funds, assets, or benefits lost due to such activities and will enforce disciplinary and/or legal action against responsible parties. AAA is dedicated to ensuring that business relationships and activities are conducted objectively and impartially, free from the influence of personal or familiar interests.

Corporate Culture and Business Conduct

Building a culture of trust and integrity is key to ethical and responsible business practices. AAA emphasizes efforts to ensure accountability, responsibility and transparency across the organization through various committees and oversight bodies. These include:

BOSD

Responsibilities

- Provides oversight, guidance and support towards Leadership Team
- Ensures business is conducted in an ethical manner

Integrity Committee

Responsibilities

- Responsible for reporting line Speak-Up
- Oversees assessment and investigations on integrity matters
- Coordinates with all relevant authorities
- Responsible for building trust, accountability, and transparency throughout the organization
- Promotes ethical standards and ensures proper handling of integrity concerns
- Inform key leadership bodies including CEO, Audit Committee and BOSD



Financial Resilience & Business Continuity

Each year, AAA prepares an update of its Business Plan which looks five years ahead and focuses mostly on expectations regarding flights, passengers, revenues, costs and investments. Additional KPIs such as EBITDA, debt service coverage ratio and cash positions are also monitored.

AAA operates under covenants agreed upon with Lenders who financed the Gateway 2030 Terminal Expansion project. The Reserve and Dividend Policy further supports and guarantees the continuity of the company through various funds (e.g., emergency, capex). The financials of AAA are audited annually by an accounting firm, ensuring transparency, accuracy, and compliance with financial regulations.



Board Structure and Constellation

The governance framework of the organization is structured to ensure strategic oversight and compliance with relevant regulations. The Board of Directors (BoD) consists of a sole statutory director structure and operates within the provisions of the Articles of Incorporation under supervision of the BOSD (Annual Report 2025).

Tasks BOD:

The sole statutory director (the “Chief Executive Officer” or “CEO”), chief executives and directors form the Leadership Team, are responsible for setting the Corporate Strategy, operational and financial objectives and ensuring compliance with all relevant laws and regulations as well as effective risk control and opportunity identification (Annual Report 2025).

Tasks BOSD:

BOSD focuses on the realization of the objectives, the risks in connection with the company’s activities, the internal systems for risk management and control and financial reporting (Annual Report 2025).



Ethical and Responsible Business Practices

Transparency

AAA adheres to all statutory monthly and yearly reporting obligations. Tax figures are integrated into internal monthly reports, while the Annual Report is prepared in compliance with IFRS and verified by external auditors.

Tax strategy accountability & compliance

AAA's Chief Financial Officer (CFO) oversees the airport's tax strategy, supported by a dedicated Tax & Process Analyst who manages day-to-day adherence. To ensure objective oversight, AAA's internal audit unit has the mandate to evaluate tax processes and strategy.

Tax risk management framework

AAA mitigates tax risk through internal oversight by the Tax & Process Analyst and continuous collaboration with external tax advisors to ensure adherence to tax rules and regulations.



Risk Management

In 2025, AAA continued to strengthen its Enterprise Risk Management framework to support strategic objectives, operational resilience, Gateway 2030 (GW2030) expansion project, business continuity, and responsible governance. Risk management activities focused on identifying, assessing, monitoring, and mitigating strategic, operational, financial, ESG, and reputational risks, while supporting AAA's long-term objectives and major capital projects.

AAA applies the Four Lines of Defense model to clarify accountability for managing and overseeing risks.

Top three risks for 2025:



**IT VULNERABILITY
BASED ON
CYBER DEFICIENCIES**



**IT VULNERABILITY
BASED ON OUTDATED
IT INFRASTRUCTURE**



**BUSINESS
CONTINUITY**



➤ **Achievements:**

- 6 Business Continuity Plans and workshop including Cooling, IT, Power, Water, Tower operations, and Baggage Handling System (BHS)
- Continuous monitoring and updating of ESG Double Materiality risks in coordination with Sustainability team
- 12 Risk Committee meetings providing oversight and strategic direction
- 12 Top Risks meetings with Project Management Office (PMO) senior staff
- 12 Program Board meetings for GW2030 project, with risks and issues formally reported and discussed
- Quarterly GW2030 risk assessment sessions with PMO key members and the main contractor
- Periodic preparatory risk sessions for GW2030 project phases
- Periodic Risk reporting to the Supervisory Board
- 5 dedicated risk sessions addressing fast-tracking objectives for GW2030 project
- Risk Manager collaboration and knowledge exchange between Caribbean airports

Industry Partnership & Knowledge Sharing



Royal Schiphol Group (RSG) International Knowledge Network

In 2025, the Royal Schiphol Group (RSG) International Knowledge Network held two meetings discussing carbon reporting, the perspectives and limitations of Airport Carbon Accreditation, and a presentation by Schiphol Airport on airline waste and circular economy initiatives.



Airports Council International – Latin America and the Caribbean (ACI – LAC)

AAA hosted the 1st ACI – LAC Sustainability & Environment Committee and Security & IT Meetings in Aruba in September 2025, with a total of over 50 committee members from more than 15 countries. The 3-day meetings included discussions on climate change, waste management, biodiversity, digital transformation, and security equipment testing. Additionally, 3 virtual meetings were held, one every quarter.

Airports Council International LAC and World Committees

Director of Health and Sustainability, Angeline Flemming was re-elected as ACI-LAC's Member of the Board of Directors for 2026-2027. ACI-LAC works to enhance industry expertise through the development of programs, standards, policies, and best practices. In October 2025, the annual conference & board meetings were held in Trinidad and Tobago.

Sustainability and Health Manager, Christine Leo was elected as ACI – LAC's Vice Chair for 2025 – 2027 and as ACI World's Regional Representative for the World Environment Standing Committee for a 2-year term. The Committee held 3 virtual meetings and in October 2025, an in-person meeting was held in Bangalore, India where around 30 global members discussed energy strategy including Hydrogen Hubs at airports, SAF, climate adaptation and resilience, ESG, and the Long-term carbon goal strategy for aviation.

In December 2025, AAA officially became a Member of the ACI World Airport Master Planning Working Sub-Groups, focusing on Sustainability, Energy, and Community, and how airports can contribute to sharing knowledge, best practices, and develop applicable whitepapers and guidelines.



Aruba Hotel and Tourism Association's (AHATA)

In 2025, AAA joined AHATA's Environmental Committee and participated in a total of 4 general meetings, which focused on collaboration, community projects, sharing best practices, initiatives, and ideas.

➤ **Achievement:**

- 1st AHATA Impact Award for Social Investment, recognizing AAA's outstanding CSR efforts towards the local community

Airport Safety & Security

Emergency Preparedness

Organizational Structure

For effective emergency preparedness, the following organizational structure has been established for AAA:

Aerodrome Emergency Committee (AEC)

The AEC comprises of Unit members directly involved with emergency response and is responsible for coordinating emergency response exercises, reviewing incidents to update emergency plans, and meeting at least twice annually to ensure preparedness.

Emergency Operations Centre (EOC)

AAA's Crisis Management team structure is based on international guidelines and local regulations on crisis management and is led by the Incident Commander (CEO) and other key roles including Safety, Operations, Planning, Logistics, Finance and others.

Rescue and Fire Fighting Services (RFFS)

RFFS services for the Airport are provided by the Government of Aruba and complies with Category 9 RFFS.

Aerodrome Emergency Manual (AEM)

Serves as a comprehensive guide for managing various types of emergencies, including aircraft accidents, hazardous material incidents, fires, and natural disasters. It is designed to align with ICAO Annex 14 regulations.

Safety Management System (SMS)

AAA has an SMS in place to ensure a structured approach towards compliance with international standards and enhance operational safety.



➤ Achievements:

- RFFS Staff training to improve readiness, faster response times, strengthen coordination, and continuous updates to emergency plans based
- RFFS participated in the Tabletop exercise
- Initiated MoU for K9 collaboration
- Introduction of additional K9 members
- Large scale multi-disciplinary crowd control training at Landside area
- A total of 24 incident reports were recorded by AMU including Equipment to Facility, Equipment to Aircraft, and Equipment to Equipment

Privacy, Cybersecurity, and Data Protection

➤ **Achievements:**

- AAA progressed into the execution phase of the IT & Cybersecurity Roadmap
- A security awareness foundation training was delivered to all personnel using a AAA domain, strengthening employee awareness of cybersecurity risks and responsibilities
- A phishing simulation campaign was conducted to evaluate employee response to cyber threats. Employees who interacted with simulated phishing attempts received targeted remedial training, reinforcing awareness and vigilance
- AAA hosted a cybersecurity awareness event featuring expert presentations and live demonstrations by an ethical hacker, providing practical insights into cyber threats and mitigation practices

Collectively, all these measures aim to strengthen operational resilience and advance the organization's cybersecurity maturity.

Trafficking of Human, Wildlife and Illegal substances

In 2025, AAA worked closely with several Units of Aruba Police force (KPA) to reduce risks of trafficking.

2025 Focus Areas included:

1. Exchange of information with authorized Law Enforcement Entities
2. Signal red flags to these entities
3. Discuss risks with stakeholders
4. Evaluate course of actions with the Authorities

Although there were no reported cases of human - or wildlife trafficking through the airport in 2025, there have been several attempts of smuggling of illegal substances, as well as cash. AAA collaborated with KPA, US CBP and other authorities in support of these investigations.

Badging Policy Restrictions

Access control procedures are governed by the Airport Security Access Control and Badging Policy. In line with this policy, all individuals requesting an airport badge must be 18 years of age or older, effectively eliminating the risk of child labor on airport premises.



Furthermore, only residents or individuals holding valid work permits are eligible to receive an airport badge, ensuring compliance with applicable labor and immigration regulations.

➤ **Achievement:**

- A total of 2,678 Visitor Pass were requested, of which 698 were AAA related

Procurement & Supplier Management

Supplier/Third Party Management

The Compliance Policy outlines the Client Due Diligence process as part of procurement, requiring third-party screening for commitments exceeding the CEO mandate threshold, which includes due diligence review, which provides advice and risk rating. This process ensures AAA identifies and mitigates potential risks, confirming the integrity and financial compliance of prospective or existing business partners.

Organizational Structure

AAA enforces the Four Eyes Principle for contracts, purchases, and bank transactions, assigning proxy levels based on staff roles. Purchases and contracts above a set threshold require review by three-member Tender Committee to ensure alignment with AAA's commercial, financial, and strategic goals.

➤ **Achievements:**

- Process efficiency improvement of the Client Due Diligence process via a Compliance portal
- Update of the Compliance Policy and Compliance Manual (pending Management approval)
- Improved and digitalized contract approval review process



➤ **CHAPTER 4**

Corporate Responsibility

Corporate Responsibility

Wings of Hope Projects

Proudly serving the community for more than 5 years, Wings of Hope's main purpose is to continue to execute long-term impactful projects in line with United Nation's Sustainable Development Goals. In 2025, a total of 7 projects were successfully executed.



➤ PROJECT 1

Food Voucher Assistance

In 2025, Wings of Hope provided 556 food vouchers and assisted 135 families throughout the year with food/groceries cards, once a month, in close collaboration with Directie Sociale Zaken (DSZ) who identified families most in need.

➤ PROJECT 2

Aruba DOET 2025

Wings of Hope actively participated in Aruba DOET 2025 with a total of 12 volunteers, and assisted Colegio Santa Filomena in San Nicolaas with refurbishment of their playground for the children, partnered up with local suppliers for the repainting of the school facade, benches and poles, and for the cleaning and renovation of a specific playground area. Additionally, the school also received sporting equipment to promote physical activity by students during breaks.

➤ PROJECT 3

Back-2-School Tuition

In 2025, Wings of Hope assisted a total of 93 students received school tuition fee assistance across several education streams (Kindergarten, Primary, EPB, MAVO, HAVO, VWO), ensuring these students receive their education regardless of difficult family and/or financial circumstances.

➤ PROJECT 4

AUA Airport Runway Run

AUA Airport 5K Runway Run was organized for the 3rd edition on Sunday May 18, 2025, where a total of 150 runners had the opportunity to experience a unique event and give back to the community. In the presence of the Minister of Tourism, Transport and Labor, the runners and all volunteers, AAA Wings of Hope team symbolically handed over donation of AWG 10,000.00 each to 2 foundations namely Fundacion Autismo Aruba (FAA) and Ban Uni Man Pa Cria Nos Muchanan.



➤ **PROJECT 5**
KIA Social Reintegration

AAA Wings of Hope initiated its collaboration with KIA on a social reintegration project(s) to ensure the possibility of reintegration into the community for its members. In 2025, preparations were made for a contribution for paint to be able to revamp the KIA facilities. Additionally AAA Wings of Hope provided KIA with 10 Microsoft License in an effort to stimulate learning amongst their clients.

➤ **PROJECT 6**
FCVR Safety & Security Assessment

In 2025, AAA Wings of Hope worked together with Fundacion Contra Violencia Relacional (FCVR) on a Baseline Safety and Security Risk Assessment of their facilities, contributing to upcoming adaptations to be made in 2026 to ensure the safety and security of their clients.



➤ **PROJECT 7**
Carnaval Celebration SABA

AAA Wings of Hope organized an unforgettable Carnaval Celebration with a live band, food and beverage, and photobooth for SABA clients and their staff to ensure the elderly also enjoyed this wonderful season.

Wings of Hope Projects

● 2023 ● 2024 ● 2025

	1 PEOPLE	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Food Voucher Assistance		● ● ●															
Aruba DOET				● ● ● ●							● ● ●						
Back-2-School Tuition				● ● ● ●					●								
AUA Airport Runway Run			● ● ● ●						● ●				●				
Obesity Awareness Campaign			●														
Innovative Learning				●													
Christmas Happiness Community Project									●								
Environment Contribution Project													● ●	●	● ●		● ●
KIA Social Reintegration Project				●												●	
FCVR – Safety & Security Risk Assessment					●												
Carnaval Celebration at SABA									●								

Wings of Hope Donations

● 2024 ● 2025

	1 PEOPLE	2 AFFORDABLE AND CLEAN ENERGY	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 AFFORDABLE AND CLEAN ENERGY	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Stichting OC SPK (Scol Primario Kudawecha) <i>Construct a Permanent Stage</i>									●	●	●						
Fundacion Chico Harms <i>Dia di Brazil</i>			●	●●				●								●	
Fundacion Briya Creativo <i>Bataya Escolar</i>			●	●							●						
Filomena College Mavo <i>Baila bo Historia</i>			●	●●							●					●	
SKOA – Scol Preparatorio Cacique Aterima <i>Partial – Roof Renovation Project</i>			●	●				●	●		●						
Neptali Henriquez Park <i>Partial Donation for Play Station Project</i>				●				●	●		●●						
Fundacion Telefoon pa Hubentud <i>Partial Donation for Program 2024 – 2026</i>	●		●	●												●	●
Partial Donation for Program 2024 – 2026 <i>National Youth Leadership Training</i>				●●													●
Ambiete Nobo <i>Expansion Project</i>			●	●						●							
River Plate <i>Meeting Room Project</i>								●●			●						
Meeting Room Project <i>A/C Units Upgrade</i>											●						

*In 2024, Wings of Hope contributed to a different list of donations

Outlook 2026



Environment

- Baseline Air Quality Assessment
- Airport Noise Modelling
- CORVI Action Plan & Follow Up
- Renewal of Airport Carbon Accreditation
- Certification of Green Globe
- IEnvA Finalization to receive certification
- Biodiversity Collaboration with ACF, Government of Aruba and other partners



Social

- Negotiations and Renewal of Collective Labor Agreement
- Review and enhance Health & Wellness Policy
- Develop 1st draft of Airport Accessibility Implementation Plan
- Airport Community Health Check-Up
- Airport Community Awareness Sessions



Governance

- Recertification of AUA Aerodrome by Civil Aviation Authority
- Emergency Procedure Awareness Sessions
- Schiphol contract renewal
- Cybersecurity Roadmap implementation
- Awareness trainings aiming to reduce human-factor risk and lower the organization's risk
- Maintenance Strategy implementation
- Human Trafficking Awareness



Corporate Responsibility

- Project 1: Food Voucher Assistance
- Project 2: Aruba DOET 2026
- Project 3: Back-2-School Tuition
- Project 4: AUA Airport Runway Run 2026
- Project 5: Solar Panel for a Foundation
- Project 6: KIA Social Reintegration
- Project 7: Protection of Women against Violence
- Project 8: Biodiversity & Conservation
- Project 9: Community Emergency Assistance



Thank You!

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