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SERBIA AND MONTENEGRO
AIR TRAFFIC SERVICES

SMATSA LLC BELGRADE

ANNUAL REPORT

2024

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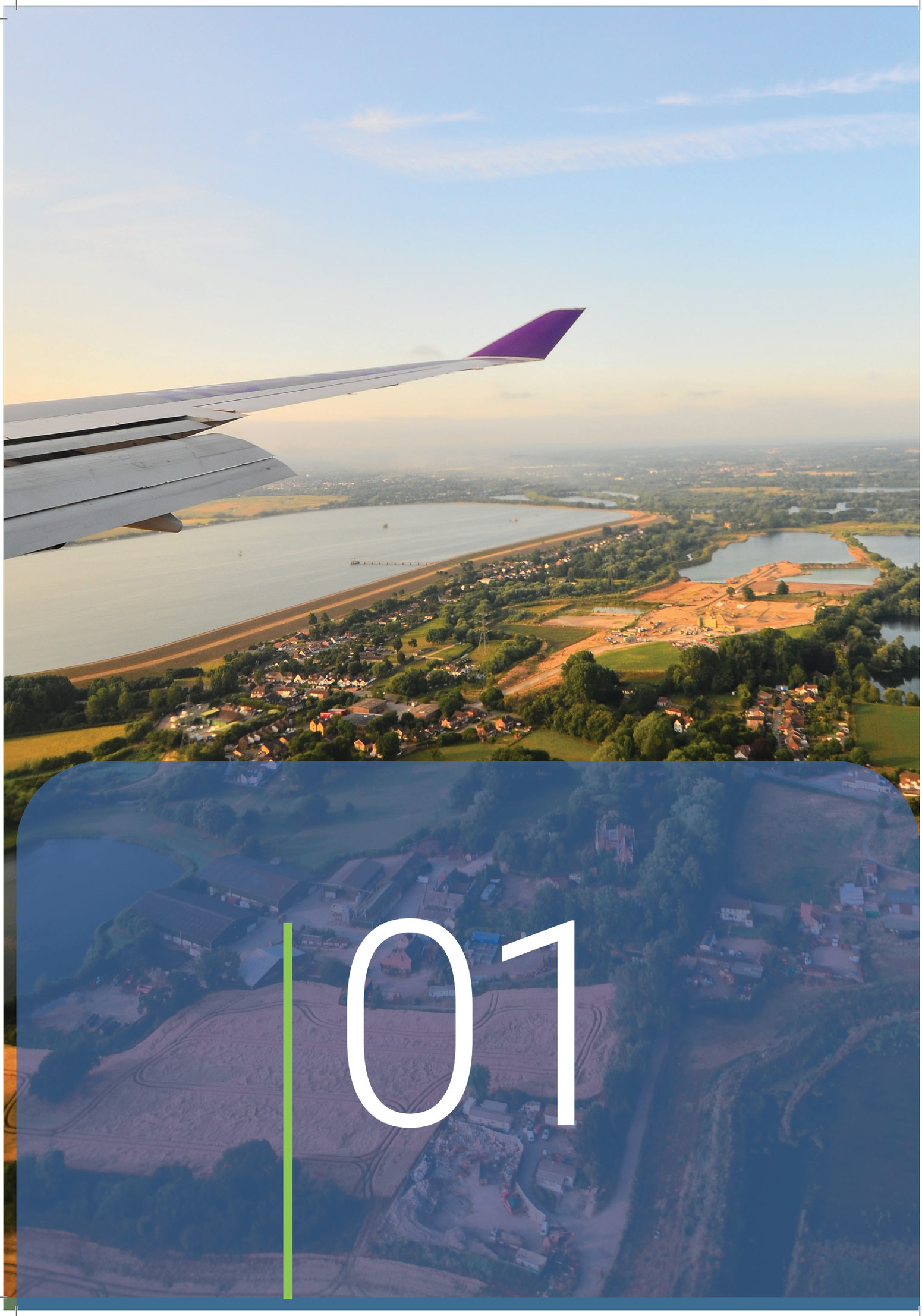

01

Foreword

The year 2024 remains behind us as a year of records, challenges, and opportunities, during which SMATSA Llc surpassed all previous records in air traffic volume, while at the same time continuing the implementation of its ambitious strategic priorities and preparing to meet new technological requirements and new business models of air traffic service provision based on regulatory demands.

In 2024, we recorded 976 000 IFR flights, a 9.5% increase compared to the previous year. Overflights increased by 10%, while take-offs and landings rose by just over 5%.

In 2024, the provision of air traffic control services – particularly during the summer season – was once again heavily impacted by complex weather conditions and a high volume of operations. The expertise and skill of air traffic controllers were crucial, supported by modern and advanced air traffic management system tools, effective organisational and airspace management solutions under the responsibility of SMATSA, and continued implementation of infrastructure projects and investments in communication, navigation, and surveillance systems and equipment.

It is important to note that SMATSA also provided services to the military users from both founding states. Despite complex traffic conditions, services were successfully provided through the civil-military coordination system in a way that accommodated the specific requirements of military traffic, to the mutual satisfaction of all parties involved.

Significant resources were dedicated to addressing operational challenges at Nikola Tesla Airport in Belgrade, particularly in adapting to frequent changes in the configuration of manoeuvring areas and the reinstatement of the main runway for operational use.

In 2024, we initiated the implementation of CPDLC (Controller Pilot Data Link Communication), expanded the area of cross-border free route airspace by connecting SECSI FRA and FRA IT, and reduced the separation standard in the Belgrade Terminal Manoeuvring Area (TMA) from 5 NM to 3 NM. The Cybersecurity Enhancement Project for the TopSky ATC system was launched and brought to its final phase, while all preparatory activities were intensified, the negotiation process was carried out, and funding sources secured, in order to bring the project for the upgrade of the TopSky-ATC system to the TopSky-ATC One system to the stage preceding contract conclusion. In doing so, SMATSA has laid important foundations for meeting operational, technological, regulatory, and corporate requirements, which will not only present challenges in the coming years, but also provide an opportunity to reaffirm our commitment to delivering high-quality service and to solidify our position as a trusted and desirable service provider within the pan-European airspace.

Communication, navigation, and surveillance services were infrastructurally enhanced with the beginning of operational use of data from the new radar stations Besna Kobila and Belgrade, as

well as from the new device at the Koševac station. Operational use of the VoIP protocol (Voice over Internet Protocol) for ground-to-air voice communication services has begun; the project for upgrading the DME infrastructure has continued, along with preparatory activities for a significant enhancement of the VHF/UHF infrastructure.

Flight inspection services were provided on a commercial basis to users from the region and at non-European locations, as well as for the needs of SMATSA.

Infrastructure enhancements and improvements in the quality of aeronautical information services, as well as aeronautical meteorological services, were not neglected.

Human resources represent a key asset of SMATSA, with particular emphasis placed on rejuvenating operational staff and attracting young talent. Intensive activities continued in the selection of candidates for air traffic controller training, as well as in the professional development and training of air traffic controllers and other personnel, both at the SMATSA Training Centre and within operational units. Cooperation with the Aviation Academy Belgrade represented a significant aspect of SMATSA's activities in the area of training future personnel.

We maintained business performance indicators within the planned framework and identified areas with potential for improvement.

We successfully cooperated with the national supervisory authorities of the Republic of Serbia (CAD) and Montenegro (CAA), as well as with the competent institutions of both founding states. This cooperation, along with the achieved results, reflects SMATSA's strong alignment with regulatory requirements and demonstrates a high level of compliance.

We intensified cooperation with our consulting partner on the three-year project for implementing SMATSA's strategic priorities and actively participated internationally in the work of EUROCONTROL's expert and management bodies, CANSO, and other international aviation and professional organisations and associations.

All of the above represents a significant pledge towards meeting future demands and challenges in the coming years.

We would like to thank all employees, managers, and governing bodies for their dedication and commitment that contributed to SMATSA's business results and that increasingly focused and dynamic efforts and work in the coming years will continue to justify the trust of our users and further enhance the company's corporate reputation.

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About Serbia and Montenegro Air Traffic Services

2.1 Organization Profile

The Serbia and Montenegro Air Traffic Services SMATSA llc Belgrade (hereinafter: SMATSA) provides ATM/ANS services and functions in its area of responsibility and performs other related activities, directly and indirectly in support of providing these services and functions.

The founders of SMATSA are the Government of the Republic of Serbia and the Government of Montenegro.

Following the conclusion of the Agreement on cooperation in the field of air traffic between the Republic of Serbia and the state of Montenegro, in 2012, the agreement signed by both governments confirmed the continuity of the existence of a joint service provider in air navigation – SMATSA.

SMATSA provides services and performs its activities in compliance with national and international regulations and international agreements. In accordance with its competence and powers, SMATSA represents the interests of its founders in relevant international aviation organizations and actively participates in the work of aviation forums and associations.

2.2 ATM/ANS Services and Functions

The main activity of SMATSA is the provision of ATM/ANS services and functions, which include the following:

- Prevision of Air Navigation Services (ANS)
  - Air Traffic Services (ATS)
  - Aeronautical Meteorological Services (MET);
  - Aeronautical Information Services (AIS); and
  - Communication, Navigation, and Surveillance (CNS).
- Air Traffic Management – ATM
  - Air Traffic Services (ATS)
  - Airspace Management (ASM) service and
  - Air Traffic Flow Management (ATFM) service
- Instrument Flight Procedure Design (FPD) services.

SMATSA's area of responsibility includes the airspace above:

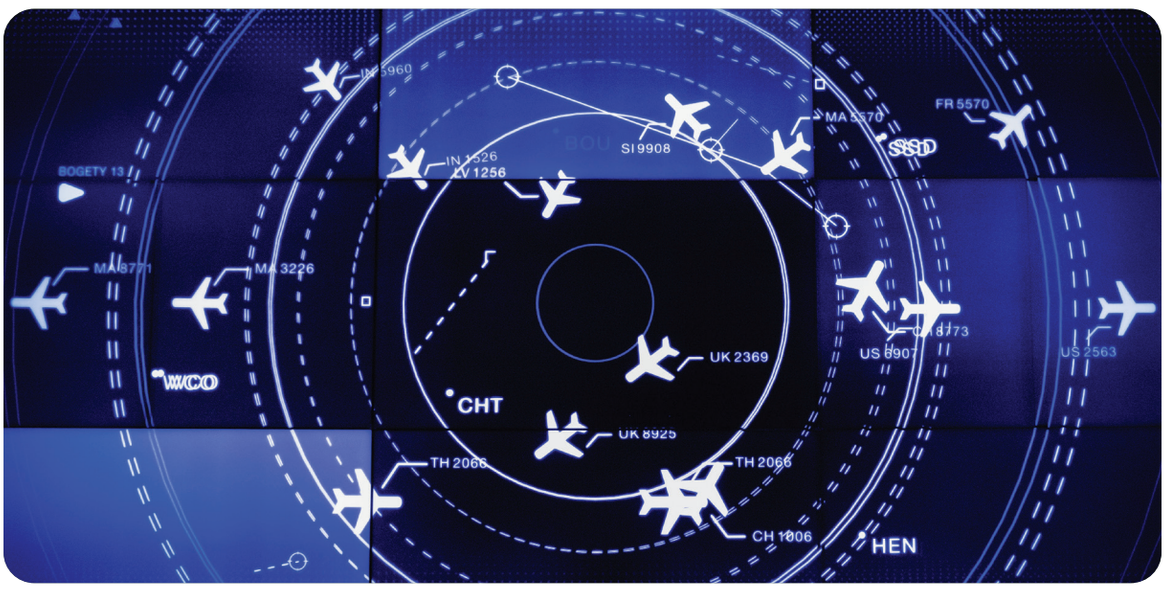
- Republic of Serbia;
- Montenegro;
- International waters in the Adriatic Sea; and Bosnia and Herzegovina above the narrow strip in the immediate vicinity of the border with the Republic of Serbia and state of Montenegro.

Figure 1.
SMATSA's area of responsibility

2.3 Additional Services

In addition to ATM/ANS services and functions, SMATSA also provides the following services:

1. Air Navigation Service Personnel training (TRE), including ATCO, ATSEP and MET training;
2. Airborne GRNS and system calibration (CAL), and
3. Ensuring the continuous airworthiness of aircraft (CAMO).



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Overview of 2024 in Figures

In 2024, SMATSA recorded a significant increase in the number of IFR flights, which grew by approximately 10% compared to 2023. This growth trend is also reflected in a 10% increase in overflights, while the number of take-offs and landings rose by approximately 5%.

The distribution of overflights and take-offs / landings remained within usual ranges, with overflights accounting for 89% of total traffic, while take-offs and landings accounted for 11%.

This year was also significant because SMATSA recorded a historic daily peak, with 4143 IFR flights passing through the controlled airspace in a single day. Additionally, within this record traffic volume, the busiest hour ever was recorded, with 273 IFR flights in a single hour.

These results are a testament of the continuous growth of air traffic and the importance of SMATSA in ensuring the safe and efficient management of the airspace of Serbia and Montenegro.

Despite the increased traffic volume, the level of safety and service efficiency remained at the highest standard, thanks to the expertise and technological advancements within SMATSA, thereby confirming its role as a key factor in providing continuous support to air carriers.

3.1 Traffic data in SMATSA's area of responsibility

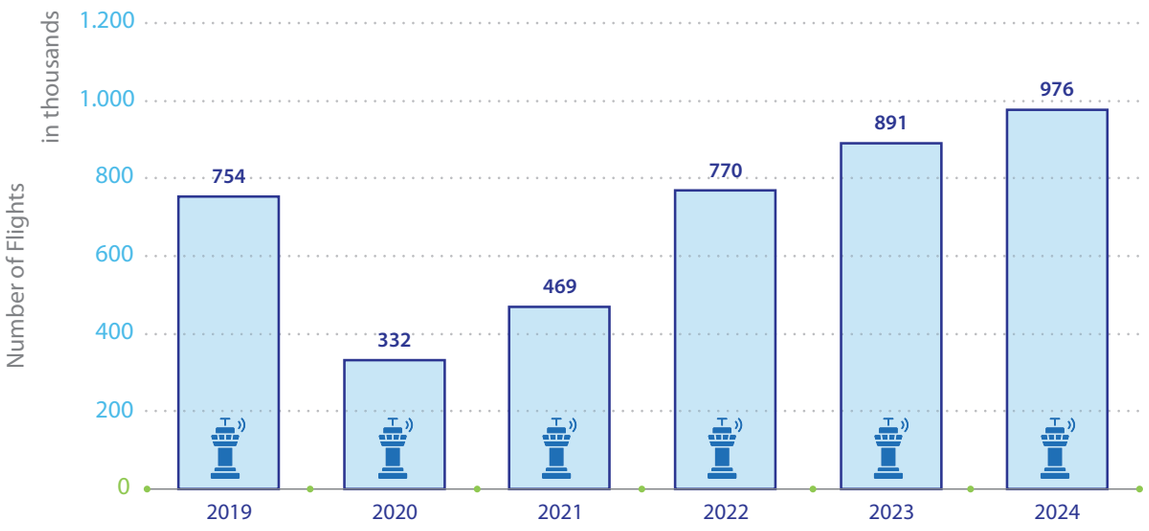


Figure 2.
Total number of IFR flights in the period from 2019 through 2024

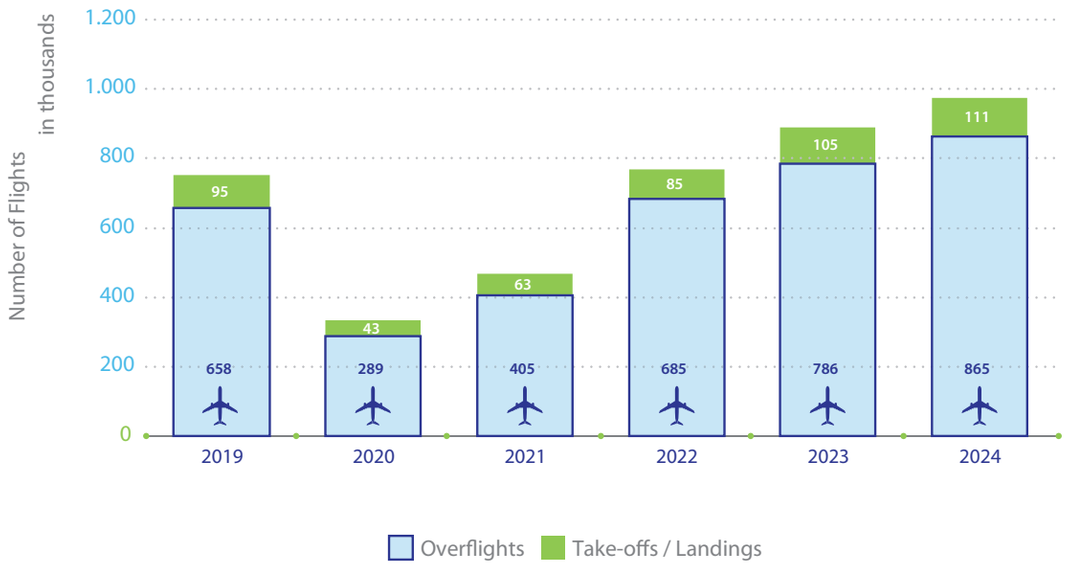


Figure 3.
Number of IFR overflights and take-offs/landings in the period from 2019 through 2024

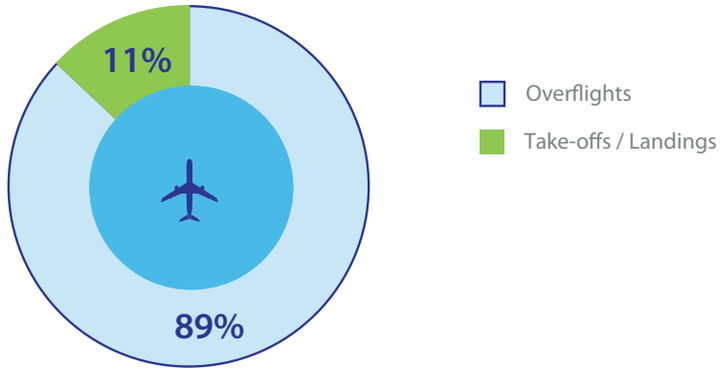


Figure 4.
Distribution of IFR flights in 2024

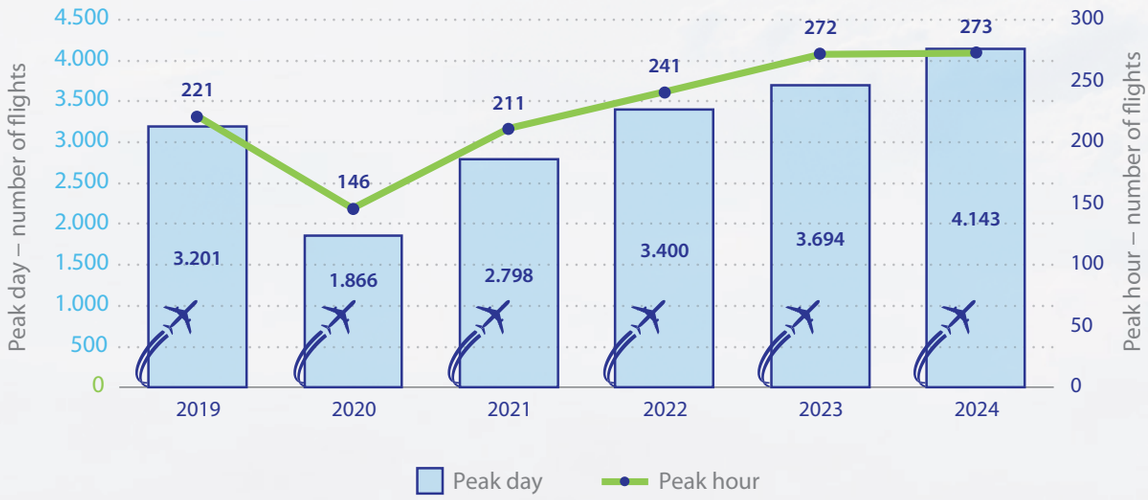


Figure 5.
Peak day and peak hour in the period from 2019 through 2024

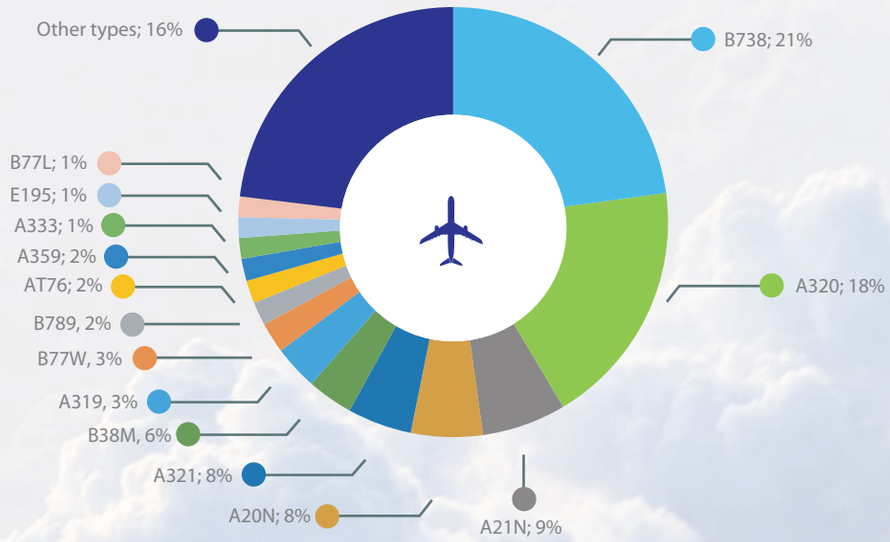


Figure 6.
Breakdown of respective aircraft types shares in 2024

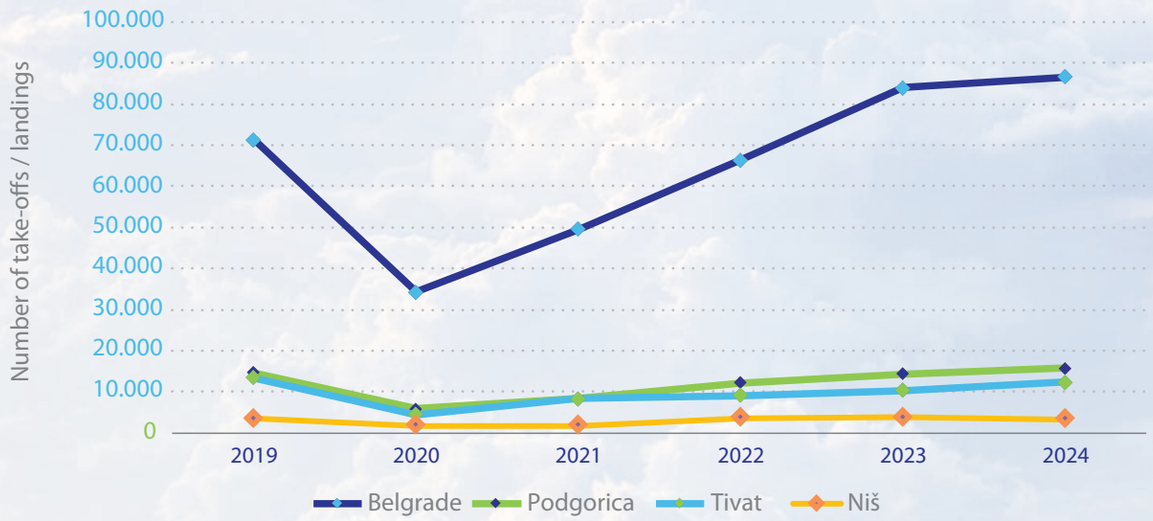


Figure 7.
Number of IFR take-offs and landings by airports in the period from 2019 through 2024

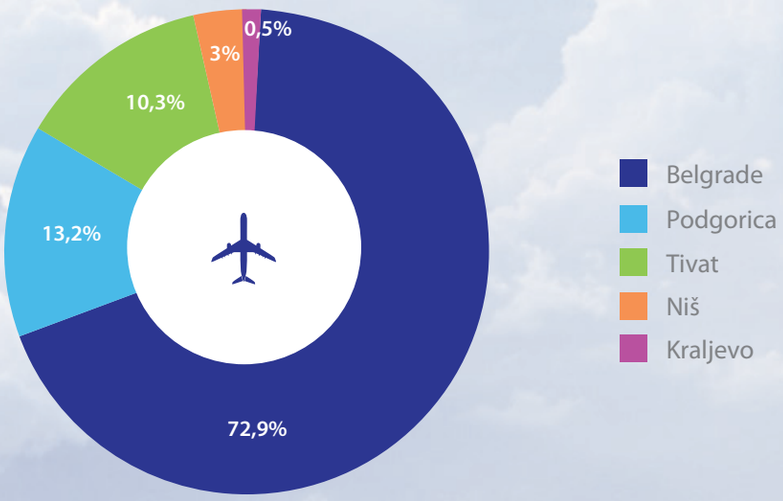


Figure 8.
Distribution of traffic by airports in 2024

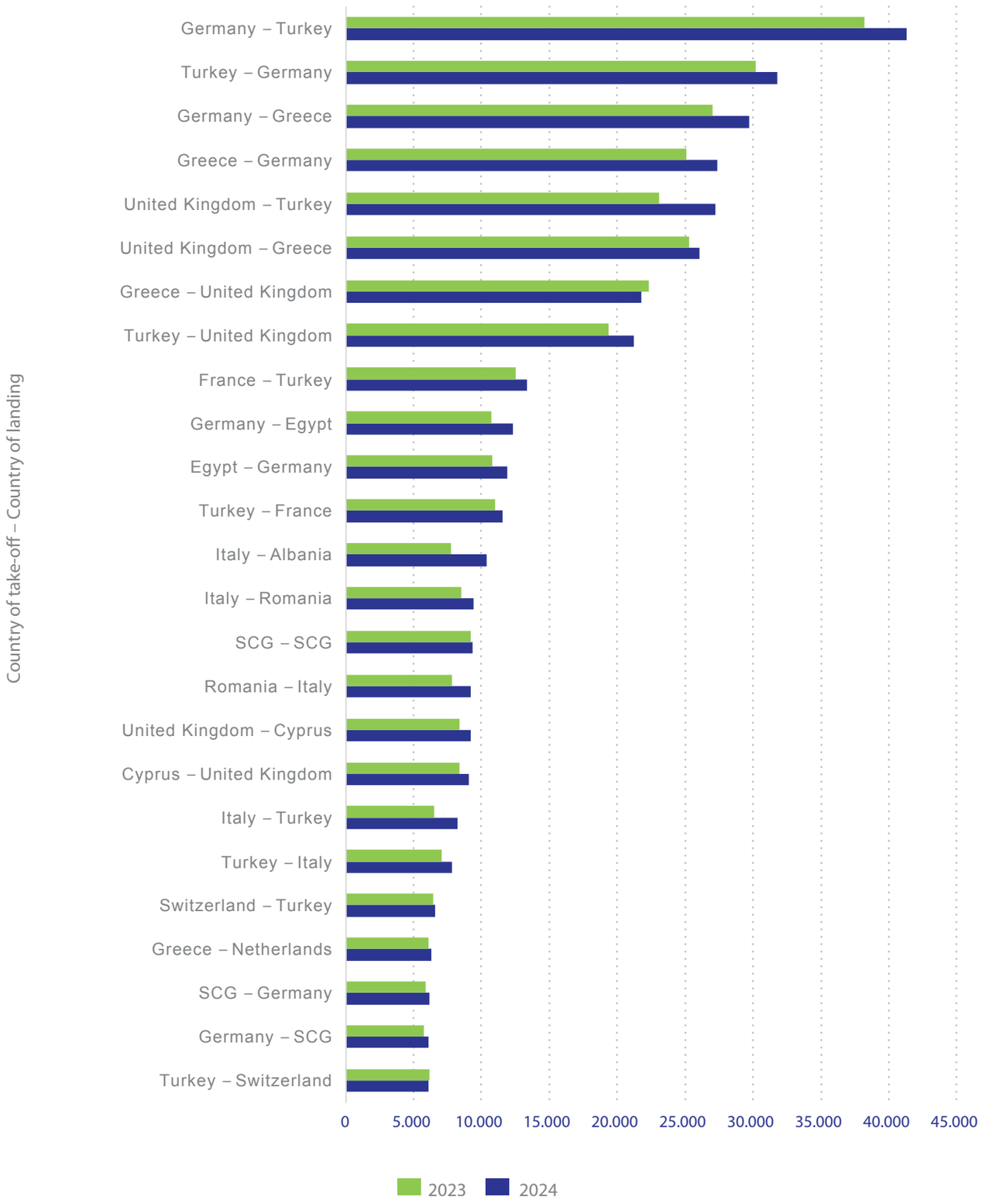


Figure 9.

Number of IFR flights in the SMATSA's area of responsibility by country of take-off / landing in 2023 and 2024[1]

[1] The Figure shows the first 25 pairs of countries

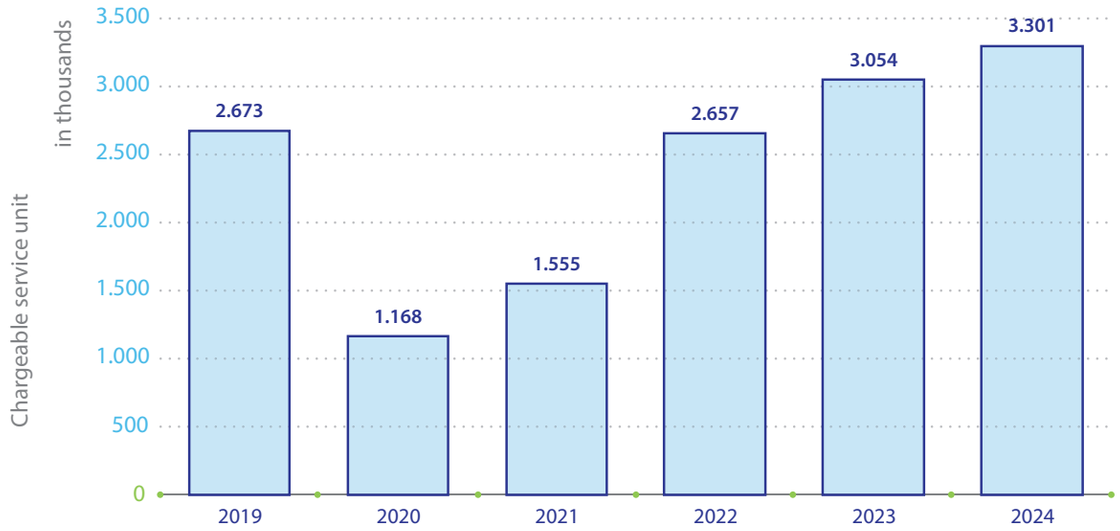


Figure 10.
Number of chargeable service units in the period from 2019 through 2024

Figure 11.
Average flight length and average MTOW[2] in FIR Belgrade in the period from 2019 through 2024

[2] Maximum take-off weight

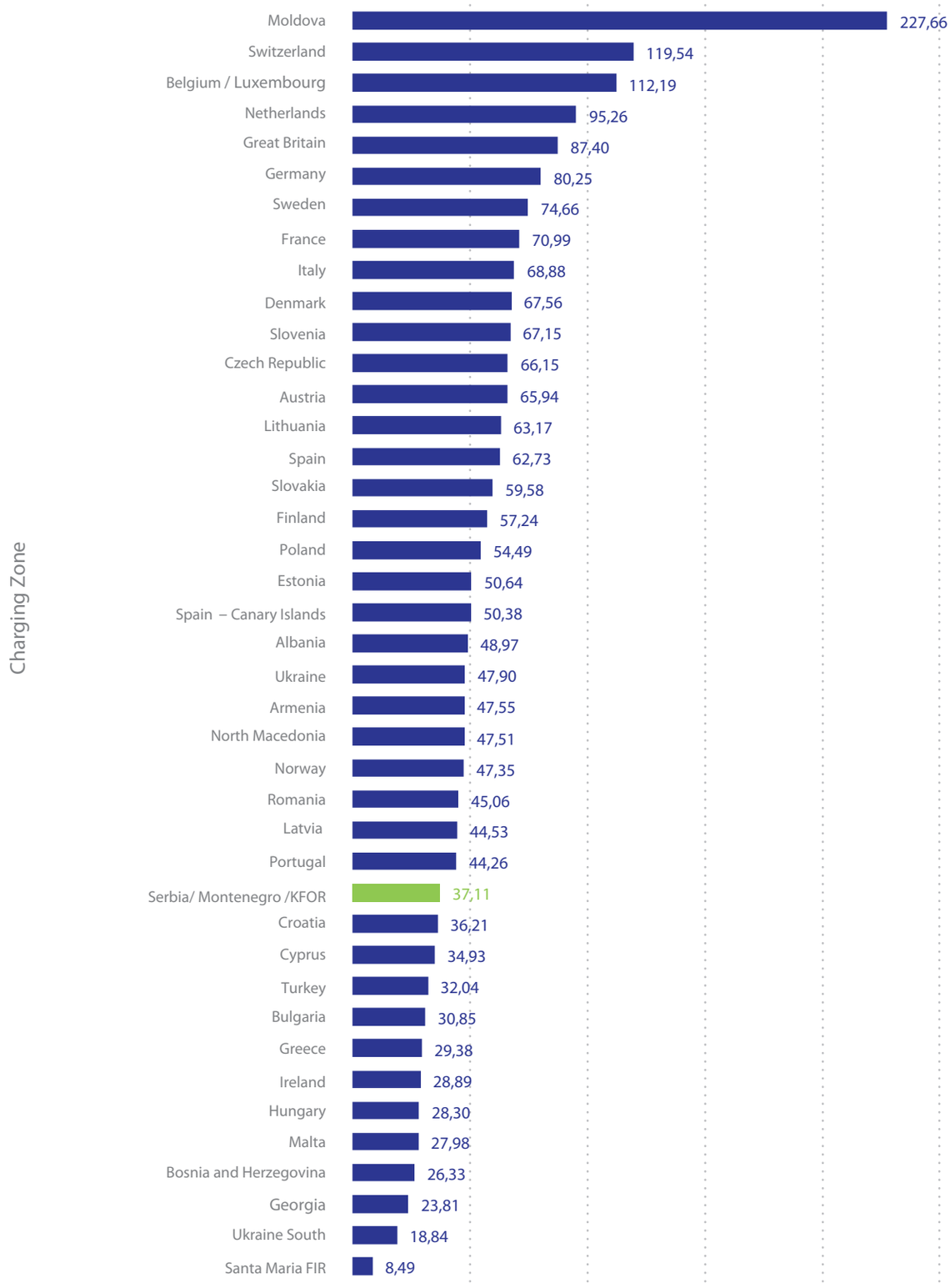
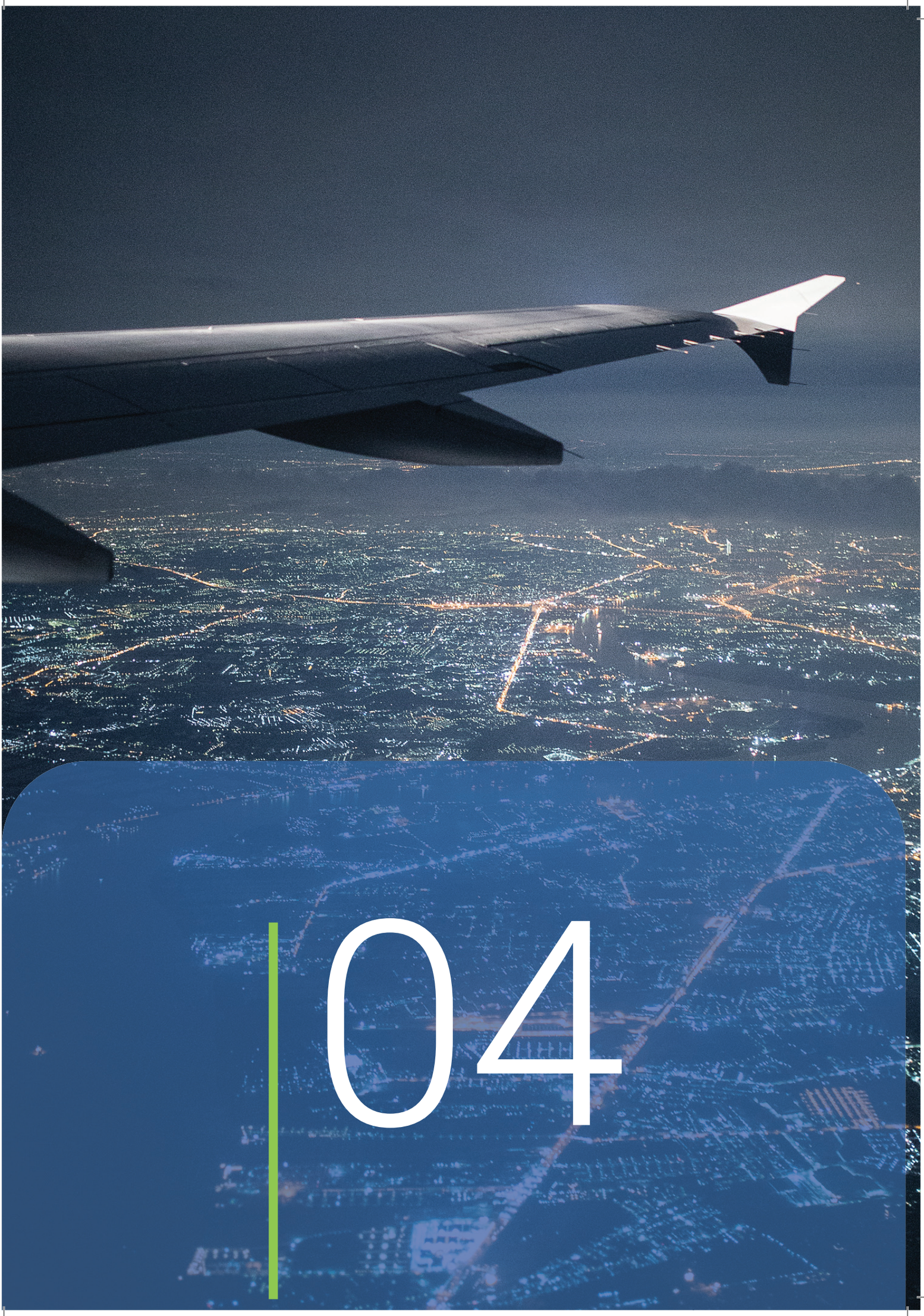


Figure 12.
Global Unit Rate in 2024



04

Important Business Results in 2024

4.1 Improvement of Air Navigation Services Management

The continuous effort to maintain a high level of safety and acceptable service efficiency in 2024 was sustained through the successful implementation of planned activities in SMATSA's key services and functions, primarily in ATM, CNS, MET, and AIS, as well as through constant investment in the enhancement of air navigation service provision systems. Significant activities have been undertaken in order to improve the quality of air navigation services.

4.1.1 Improvements in the field of ATM

The implementation of CPDLC (Controller Pilot Data Link Communication) on February 24, 2024, signifies a substantial advancement in modernizing communication between air traffic controllers and pilots. CPDLC enables the exchange of messages via data link, reducing the load on voice communication and thereby increasing the accuracy and efficiency of instruction delivery. Although voice communication remains the primary method of issuing instructions and information to pilots, CPDLC enhances the information exchange process and reduces the risk of potential errors.

In March, the expansion of the cross-border Free Route Airspace (FRA) area was successfully completed by connecting SECSI FRA and FRA IT, allowing pilots and operators greater flexibility in flight planning. This improvement contributes to more efficient use of airspace, reduced delays and operational costs, while simultaneously enhancing the overall efficiency of air traffic.

At the beginning of the year, the minimum separation in the Belgrade Terminal Manoeuvring Area (TMA) was reduced from 5 to 3 nautical miles (NM), made possible by the prior modernisation of radar systems. This change contributes to increased air traffic control capacity, optimisation of airspace, and reduced fuel consumption, which positively impacts airline operating costs and reduces harmful gas emissions.

Automatic electronic data exchange on runway conditions has been implemented at Podgorica and Tivat airports, enabling faster and more efficient coordination between airport air traffic control and airport operators. This improvement significantly reduces the time required for data collection and exchange, contributing to greater operational efficiency and flight safety.

At the end of November, tracker calibration for the radar stations Besna Kobila, Belgrade (TAR), Koševac, and Murtenica was successfully completed, improving the reliability and quality of data in the airspace under the responsibility of SMATSA. These improvements contribute to greater accuracy and safety in the provision of air traffic control services.

The automation of data exchange with the Serbian Armed Forces, implemented at the end of the year, represents an important step in the integration of civil and military systems, completing the phase of data harmonisation between the defence systems and SMATSA. This advancement contributes to faster and more reliable aircraft identification and is one of the prerequisites for designating the airspace of Serbia and Montenegro as a Mode S area.

4.1.2 Improvement of equipment, system, and infrastructure

In accordance with the objectives of the Single European Sky which refer to harmonizing air traffic operations and control systems in order to improve safety, efficiency and reduce delays in air traffic, one of the main tasks of SMATSA has been to implement new technologies, continuously invest in equipment, systems, and infrastructure, but also in the professional staff needed to meet the challenges of a competitive environment.

At the end of February 2024, following the successful completion of works connecting with the telecommunications provider ARINC for the implementation of CM (Context Management) and CPDLC (Controller Pilot Data Link Communication) services, the conditions were met to begin using these services. The connection to the ARINC provider was established via the provider SITA.

Following successful installation, the DMT (Datalink Monitoring Tool) began operational use in April 2024 and has since been used for analysing the performance of the datalink and CPDLC services.

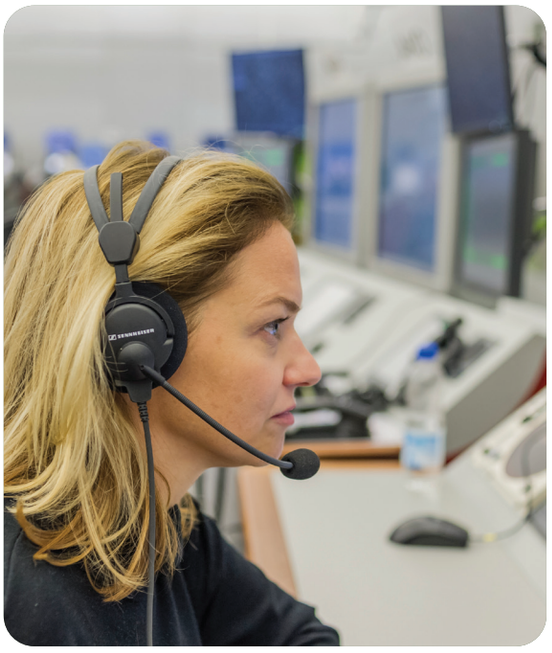
During 2024, the implementation of SDDS (Surveillance Data Distribution System), a radar data distribution system, was successfully completed. The system has been in operational use since 18 December 2024.

One of the most important activities in the field of improving SMATSA's systems during 2024 concerned enhancing radar data service provision and commissioning radar systems at the Belgrade and Besna Kobila locations.

Following the successful completion of trial operations on 21 March 2024, the PSR and SSR systems at the Belgrade and Besna Kobila radar stations commenced operational use. The start of operational use was preceded by fine-tuning the main tracker for processing radar data from these stations. Consequently, radar service coverage was significantly improved.

Since 25 March 2024, SMATSA has started the operational use of the VoIP protocol (Voice over Internet Protocol) for voice communication services between ground and air within the areas of responsibility of ACC, TMA, and ADC Belgrade.

This change was preceded by years of planning, installation, and testing of new equipment, as well as the adjustment of parameters for all systems in the voice communication chain (including hundreds of radio devices at remote telecommunications centres across Serbia and Montenegro, the IP communication transport network, and the voice communication system), with the goal of ensuring a seamless transition from the perspective of air traffic controllers.



By the end of 2024, all coordination links on the ground-to-ground connection within SMATSA were also implemented using the VoIP protocol. This level of implementation of voice communication services using the VoIP protocol has placed SMATSA among only a few providers in Europe that have realised all, or the vast majority of their voice coordination links through the use of the VoIP protocol. Construction works for the Besna Kobila radar station facility and its associated infrastructure were completed in June 2024. Subsequently, activities commenced on gathering documentation and preparing the technical inspection report for the facility. Approval from the Ministry of Interior of the Republic of Serbia was obtained for the completed works regarding the implemented fire protection measures, while the technical inspection report is expected in the first quarter of 2025.

In mid-July 2024, operational use of radar data from the Koševac radar station began, where previously, from late March to June, the existing radar system was replaced, followed by successful site acceptance testing (SAT), flight inspection, and trial operation. At the beginning of December 2024, the enhanced secondary radar at the Murtenica radar station began operational use.

All employees involved in the aforementioned activities demonstrated an exceptional level of professionalism and dedication, enabling completion within very tight deadlines. This achievement was also praised by neighbouring providers with whom radar data is exchanged in accordance with relevant radar data exchange agreements.

During 2024, property-legal and infrastructure issues that would enable the implementation of a secondary radar system (SSR) at the Vrsuta location, aimed at improving radar coverage in the SMATSA's southwestern area of responsibility, have yet to be resolved. However, a contract has been signed and the preparation of a construction report for the power line to supply the radar station has begun, which is just one of the prerequisites for starting the implementation of this objective in the future.

During 2024, a new DME was installed and accepted at the VOR/DME BLC – Blace location.

During the reconstruction of the main runway (RWY) at Nikola Tesla Airport Belgrade, the buildings housing radionavigation, meteorological, and auxiliary equipment for the main runway were also renovated. Simultaneously, the antenna systems of ILS 12R and ILS 30L (instrument landing systems for the main runway) were rehabilitated.

At the end of November 2024, SMATSA fulfilled all the conditions required of an air navigation service provider for the resumption of operations on the reconstructed main runway at Nikola Tesla Airport Belgrade, in accordance with the Business-Technical Cooperation Agreement concluded with the concessionaire Belgrade Airport Llc. and the grantor Nikola Tesla Airport.

Due to the prioritisation of the project for the improvement and implementation of instrument landing procedures at Batajnica and Kraljevo airports, as well as activities on the project for upgrading the DME infrastructure and replacing DME devices in Serbia and Montenegro, there were no significant activities on the modernisation and rationalisation of NDB devices in Serbia and Montenegro during 2024.

Regarding the improvement of the VHF/UHF radio network, the Detailed Regulation Plan (DRP) for the Maljen and Radan locations was completed during 2024.

Consent was obtained from the municipalities of Mionica and Požega for the Maljen location, while for the Radan location it was not possible to obtain consent from the Bojnik municipality, as one of the parcels is under the usage rights of the Ministry of Defence. The process of plots-making and purchasing land on Mount Maljen for the construction of new VHF/UHF radio communication centres has been initiated, while additional consultations with relevant stakeholders will be conducted to acquire parcels at the Radan location. The land is expected to be secured during 2025. Considering the above, the prerequisites for the preparation of technical documentation for the construction of facilities with associated electrical power infrastructure, as well as electrical power and telecommunications infrastructure for interconnecting facilities at the mentioned locations, have not yet been met.

Regarding the procurement, implementation, and integration of the A-SMGCS system with associated surveillance sensors for the needs of AKL Belgrade – Phase 1, in 2024 Annex (Amendment) No. 4 to the loan agreement with the European Investment Bank was concluded, which gave approval for the publication of the tender documentation in early September 2024, after which a public call for tenders was announced.

At the beginning of 2025, the procurement procedure report is expected to be prepared, including a recommendation for the selection of the most economically advantageous offer.

The public procurement procedure for the implementation of the ATIS/VOLMET system has been conducted, and the contract is expected to be signed at the beginning of 2025.

During 2024, a contract was signed for the preparation of technical documentation aimed at improving the electrical power and telecommunications infrastructure in the runway zones at Batajnica, Kraljevo, Niš, Vršac, and Tivat airports. This technical documentation will, among other things, cover the infrastructure works necessary for the improvement and implementation of instrument landing procedures at Batajnica and Kraljevo airports. In 2024, a project assignment including a legal-economic analysis and an investment programme were prepared, and work began on the technical specification for the procurement of ILS/DME systems for the airports in Batajnica and Kraljevo.

In December 2024, the contract for the preparation of technical documentation for the extension of the TKL Podgorica facility was completed, serving as one of the prerequisites for carrying out the procurement and the tendering of the relevant works. The second prerequisite for initiating the procurement of works, site registration, and execution of this activity is obtaining the appropriate proof of ownership of the facility and the parcel, which was not secured during 2024.

At the end of November 2024, a contract was signed for the procurement of preparatory construction works with design services for the installation of MET equipment in Serbia and Montenegro. This includes the enhancement of automatic observation, acquisition, display, and generation of MET information. Preparatory activities for the implementation of this contract are expected during 2025.

4.1.3 Improvement of AIS services

The provision of aeronautical data necessary for safe, regular, and efficient air navigation is carried out through Aeronautical Information Services (AIS). These services aim to provide standardized and reliable access to aeronautical information and data necessary for operational use in international civil aviation.

The aeronautical information processes are in line with international standards and recommended practices defined in the common requirements of the Single European Sky.

During 2024, intensive work continued on aligning with the requirements introduced by Regulation (EU) 2020/469 – amendments and additions to the common requirements for ATM/ANS and AIS. In this regard, initial steps were also taken towards achieving automation and integration of pre-flight information.

Two workshops on the topic of transition and migration from EAD to eEAD were held, organised by EUROCONTROL. Workshop participants were introduced to the timeline for the transition and migration to eEAD, work planning, planned outcomes, and the structure of the strategy document, as well as how to use the documents. Additionally, future actions and plans for the development, transition, and implementation of eEAD were presented.

Two meetings of the Aeronautical Information Management Group (AIMG-07 and AIMG-08) were also held, organised by EUROCONTROL. At the meetings, reports from various groups and projects (IMT/NDTECH, AIRI, ACADIA, EASA, ICAO, etc.) were presented, and a new group, the IMT (Information Management Team), was established to handle future AIM digitalization at the strategic level.

Additionally, 2024 saw enhancements to the EAD system with Release 15.3 and subsequently Release 16, which required software and hardware preparations carried out in cooperation with the ICT sector.

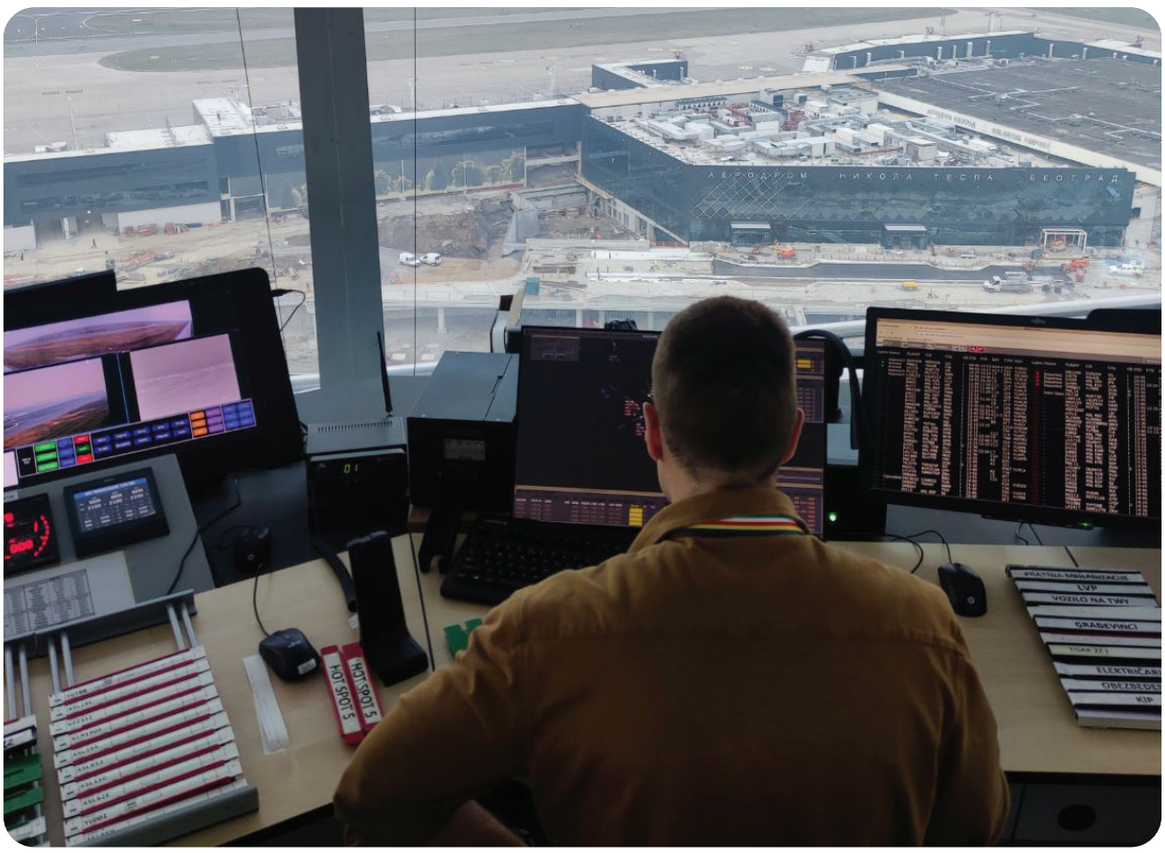
4.1.4 Improvement of MET services

In order to maintain a high level of safety, regularity and expediency of air navigation, SMATSA provides aviation meteorological services respecting both national and international standards and regulations.

Over the course of 2024, a harmonized EUMETNET CBCF convection forecast was developed to meet the needs of EUROCONTROL Network Manager and SMATSA's regional air traffic control. The forecast was made daily for the current day and one day in advance, and then it was delivered to the head of the shift of the Area Control Centre.

A new software version was also installed on the IBL system, which is operationally used at the locations ACC/ADC Belgrade, ADC Batajnica, ADC Niš, ADC Kraljevo, ADC Podgorica, and ADC Tivat. This improvement achieved compliance with ICAO Annex 3 and pertains to the exchange of meteorological information. A module for managing the roles and tasks of MET forecasters was also implemented in the IBL system, enabling visibility of the list of regular duties during shifts. At a meeting with representatives of the company IBL, the MET department staff had the opportunity to familiarize themselves with the new functionalities of the software packages within this system.

During 2024, SMATSA representatives also participated in several international gatherings, such as the meetings of the Meteorological Task Force within the ICAO European Air Navigation Planning Group (EANPG) and were present at the global event Meteorological World Expo, where about 200 companies dealing with research, technology development, and manufacturing of equipment in the field of meteorology traditionally participate.



4.2 Improvement of Cooperation with Relevant Organizations Regulatory Bodies, and State Authorities

SMATSA continuously implements activities aimed at improving partnerships and strengthening cooperation with relevant organizations and service users, which implies the implementation of policies, appropriate regulations, and technological solutions of importance for the business.

In 2024, collaboration continued with EUROCONTROL, DCV, and ACV regarding the planned implementation of the CARMA application (Compliance and Resource Management Application / Compliance and Regulation Management Application). This application is intended to contribute to more efficient monitoring, analysis, and reporting of SMATSA's compliance with regulatory requirements.

In order to align activities for the implementation of EU Regulation 2023/893, SMATSA has participated since April 2024 in the working group for implementing this regulation (requirements for ATCO training), with agreed steps and a timeline for coordinating the activities. CAD and CAA rulebooks (which transpose regulation 2023/893), are expected to enter into force as of September/October 2025.

At the end of January 2024, the CAD and CAA Rulebooks (transposing Regulation 2020/469) came into force in both the Republic of Serbia and Montenegro, encompassing amendments / additions to the common ATM/ANS requirements as well as requirements for ATS, MET, AIS, and FPD.

Following the activities carried out to align SMATSA with the requirements, the CAD issued, and the CAA recognized in June, an amendment / addition to the provider certificate, which, in addition to the ATS, CNS, MET, AIS, ASM, and ATFM services/functions, also acknowledges the FPD service. In the course of 2024, CAD and CAA conducted oversight of SMATSA in accordance with the requirements of Regulation 2020/469. A total of 64 out of 95 new requirements were verified, resulting in the identification of 11 non-compliances.

4.3 Development of Competitive Commercial Services

The implementation of commercial services within SMATSA during 2024 was aimed at providing calibration services to users from the region and beyond.

4.3.1 Airborne GRNS Calibration

SMATSA possesses all the necessary resources, including qualified personnel and modern equipment, enabling the provision of flight inspection services for Ground-based Radio Navigation Systems (GRNS), flight validation of instrument flight procedures, as well as site survey services for the installation of new GRNS. For this purpose, a modern aircraft is used, Hawker Beechcraft King Air 350 with built-in calibration equipment (AD-AFIS-260), which SMATSA uses for its own needs, but also provides services to external users.

Services are provided in accordance with the requirements and recommendations defined in the documents of the International Civil Aviation Organization (ICAO) - Annex 10, Annex 14, and Doc 8071.

In 2024, regular and extraordinary calibrations and validations of aerial procedures were carried out based on concluded contracts.

The annual calibration plan by means was 100% achieved. A total of 144 calibrations for 2023 were carried out, of which 132 calibrations according to the annual plan and 12 extraordinary calibrations. Out of the total number of calibrations (144), 100 were realized according to contracts with external users.

4.3.2 ANS Personnel Training Centre

ANS Staff Training Centre is an authorized Centre for the education and training of air traffic controllers, CNS staff, and MET staff. Training programs are aligned with ESARR requirements, national and international regulations, as well as ICAO standards.

In addition to providing training for its own staff, the ANS Staff Training Centre also offers training services to external users, including both organizations and individuals.

The most important trainings for our company's internal needs, realized in 2024, in accordance with the Plan for conducting trainings at the ANS Staff Training Centre, are shown in the following table.

Table 1. Realization of trainings within the ANS Staff Training Centre in 2024

Name of training	Degree of realization and details
INITIAL TRAINING BASIC + RATING TRAINING TRAINING FOR NEW / ADDITIONAL RATING	Trainings implemented: 5 trainings with 43 trainees. **Success percentage is 100% (5/5)** **Percentage of issued Diplomas / Certificates / Credentials: 88.2% (15 of 17).**
CONTINUATION TRAINING	Trainings implemented: 42 trainings with 215 trainees. **Success percentage is 100% (42/42)**
REF AVE	Trainings implemented: 14 trainings with 132 trainees. **Success percentage is 100% (14/14)**
DEVELOPMENT TRAINING **DEVELOPMENT TRAINING REFRESHER**	Trainings implemented: 10 trainings with 128 trainees. The competition for ASSE training concluded on 15 November 2024; however, due to the short timeframe and reduced capacity of the ANS Personnel Training Centre, the planned training has been postponed to 2025. **Success percentage is 91% (10/11)** **Percentage of issued Diplomas / Certificates / Credentials: 100% (128 of 128).**
UNIT TRAINING	Trainings implemented: 5 trainings with 11 trainees. **Success percentage is 100% (5/5)**
CNS STAFF TRAINING	Trainings implemented: 5 trainings with 15 trainees. **Success percentage is 100% (5/5)**

Name of training	Degree of realization and details
MET STAFF TRAINING	Four training sessions outside the 2024 training plan were conducted, with a total of four trainees. The planned training for acquiring assessor authorisation was not conducted in 2024 due to changes in the Rulebook on training and training centres for MET personnel, and its delivery has been postponed to 2025. **Success percentage is 0% (0/1)** **Note: Four additional trainings were implemented.**
OTHER TRAININGS PVL training for work in the Department for KZA VP Training for pseudo-pilot; AVE for 52nd ATCO Class Initial training of AIS personnel for the position of aviation cartography specialist; Refresher training for air traffic controllers from ADC Belgrade due to the return to operational use of the reconstructed PSS 12L-30R at Nikola Tesla Airport; ITO knowledge refresher workshop; Training for working with military aircraft in Montenegro; Internship for 3 students of the final year of the Aviation Department, Faculty of Transport and Traffic Engineering in Belgrade Candidates testing by English language placement test	Trainings implemented: 47 trainings with 338 trainees. **Success percentage is 100% (3/3)** **Note: 14 additional trainings and 30 English language preparations / assessments / checks were conducted.**
TOTAL	**Trainings implemented: 97.2% (70 of 72).** **Conducted: 118 trainings with 754 trainees** **Percentage of issued Diplomas / Certificates / Credentials: 98.62% (143 of 145).**

4.3.2.1 Training in air traffic control operational units

In addition to the trainings that were carried out at the ANS Staff Training Centre, during 2024, trainings were also conducted in operational units, as presented in the table.

Table 2. Implementation of planned activities in air traffic control operational units in 2024

Name of training	Degree of realization and details
(ACC Belgrade) 1. Training for obtaining the special OJTI (On-the-Job Training Instructor) authorisation; 2. Training for the position of flight plan processing associate / pseudo-pilot; 3. Training for the position of traffic flow coordinator. 4. Refresher training for the use of CPDLC.	1. Planned for 12 candidates, implemented – 19, successfully completed – 19. The percentage of realization is 158.3%. 2. Planned for 1 candidate, implemented – 1, successfully completed – 1. The percentage of realization is 100%. 3. Planned for 1 candidate, implemented – 1, successfully completed – 1. The percentage of realization is 100%. 4. Planned for 147 candidates, implemented – 144, successfully completed – 144. The percentage of realization is 97.95%.
TKL Belgrade 1. Training for obtaining special authorisation for the APS-TCL LYBA location; 2. Refresher training for the introduction of the 3 NM separation standard within the Belgrade TMA area of responsibility; 3. Training of air traffic controllers for working with military aircraft.	1. Planned for 4 candidates, implemented – 4, successfully completed – 4. The percentage of realization is 100%. 2. Planned for 53 air traffic controllers, implemented – 53, successfully completed – 53. The percentage of realization is 100%. 3. Planned for 5 air traffic controllers, implemented – 5, successfully completed – 5. The percentage of realization is 100%.
ADC Belgrade Training for obtaining special authorisation for the ADI-GMC/AIR LYBE location;	Planned for 7 candidates, implemented – 7, successfully completed – 4. The percentage of realization is 57.14%.
ADC Batajnica 1. Training for obtaining special authorisation for the ADI-TWR и APP LYBT location; 2. Training for shift leaders.	1. Planned for 3 candidates, implemented – 3, successfully completed – 3. The percentage of realization is 100%. 2. Planned for 2 candidates, implemented – 2, successfully completed – 2. The percentage of realization is 100%.
ADC Niš 1. Training for obtaining special authorisation for the ADI-TWR и APP LYNI location; 2. Training for obtaining the special OJTI (On-the-Job Training Instructor) authorisation;	1. Planned for 5 candidates, implemented – 5, successfully completed – 5. The percentage of realization is 100%. 2. Planned for 1 candidate, implemented – 1, successfully completed – 1. The percentage of realization is 100%.
ADC Podgorica Training for obtaining special authorisation for the ADI-TWR LYPG location;	Planned for 5 candidates, implemented – 5, successfully completed – 3. The percentage of realization is 60%.

Table 3. Implemented trainings in 2024 within MET

Name of training	Degree of realization and details
Initial training for aeronautical weather forecaster – theoretical part	1 candidate: success of completed trainings: 100%
Initial training for aeronautical weather forecaster – practical part	6 candidates: success of completed trainings: 100%
Additional training for area aeronautical weather forecaster	1 candidate: success of completed trainings: 100%
Initial training for aeronautical meteorological technician – theoretical part	3 candidates: success of completed trainings: 100%
Initial training for aeronautical meteorological technician – practical part	2 candidates: success of completed trainings: 100%
Specialised training for aeronautical weather forecaster for instructor authorisation	2 candidates: success of completed trainings: 100%
Specialised training for aeronautical meteorological technician for instructor authorisation	3 candidates: success of completed trainings: 100%

4.4 Improvement of Corporate Social Responsibility and Environmental Protection

In June 2024, an integrated supervision check of the EMS systems was carried out by the certification house Societe Generale de Surveillance (SGS) Belgrade Llc. This was done to improve social responsibility and maintain the validity of the certificate for the Environmental Management System Standard and the ISO 14001:2015 (EMS) certificate. The check was carried out at the following locations:

- Annex ACC Belgrade: QMS, EMS (system requirements);
- ADC Niš: ATM, CNS, MET, AIS, and EMS, and
- ADC Kraljevo: ATM, CNS, AIS, and EMS.

Based on a successful check, the validity of the ISO 14001:2015 (EMS) was confirmed.

Also, one of the important issues that was discussed related to raising the level of social responsibility referred to the cooperation of stakeholders in connection with the monitoring and reduction of noise at Belgrade Airport (BA).

As part of establishing a balanced approach to noise management organised by Belgrade Airport, cooperation has been established among various stakeholders, including Nikola Tesla Airport JSC, SMATSA, Air Serbia, the Civil Aviation Directorate, as well as other relevant organisations. The project was implemented with the expert support of the Faculty of Transport and Traffic Engineering, University of Belgrade, and the Institute of Transportation (CIP).

In this context, a Strategic Noise Map for Belgrade Airport was developed, serving as a key tool for assessing and planning the reduction of noise levels in the airport's surrounding area. The Strategic Noise Map was presented to all stakeholders, including the general public, to allow for the assessment of potential impacts on the population and the environment, after which the competent environmental protection authorities gave their approval of the Strategic Map.

The joint noise reduction project is aligned with national noise reduction regulations, and further activities will focus on the development and consideration of proposals for defining action plans aimed at reducing noise in the vicinity of Belgrade Airport. These may include operational procedures, operational restrictions, noise reduction at the source, airport vicinity zoning, and communication, in cooperation with the relevant stakeholders.

Legal activities regarding environmental protection in 2024 involved measuring low-frequency (LF) and high-frequency (HF) radiation from devices at locations in Serbia, as well as monitoring non-ionizing high-frequency (HF) radiation from devices at locations in Montenegro.

In accordance with the requirements of the Law on the Protection against Non-Ionizing Radiation and the Endangerment of Areas of Increased Sensitivity to the Impact of Low-Frequency Non-Ionizing Radiation from SMATSA devices, initial measurements were conducted on existing and new sources of low-frequency non-ionizing radiation, resulting in the issuance of eight reports. The measured values showed compliance with legal requirements.

Initial measurements of high-frequency non-ionizing radiation from newly installed SMATSA devices have commenced, starting with the VHF/UHF radio station on the new tower at ADC Belgrade. Additionally, as part of the periodic measurement schedule, monitoring of high-frequency radiation from existing devices at locations in Montenegro has been established.

As part of the DME equipment replacement project, one assessment was carried out in 2024 for the location “DME Topola.”

Waste management in SMATSA can be considered to have almost reached the zero level of waste that is sent to landfill (Zero waste). Ninety-nine percent of commercial hazardous and non-hazardous waste was transferred to authorised operators for further treatment, recycling, or reuse.

The Environmental Protection and Social Affairs Committee advisory board (ESAC) of Belgrade Airport held two regular meetings in 2024, engaging with stakeholders on environmental protection activities. The members of the Advisory Committee include representatives from Belgrade Airport, AD Airport Nikola Tesla, SMATSA, Air Serbia, the Civil Aviation Directorate (CAD), the Ministry of Environmental Protection, the Ministry of Finance, the Municipality of Surčin, and others. The strategic noise map for Belgrade Airport and its surrounding areas was reviewed, and proposals for defining an action plan to reduce noise around Belgrade Airport were presented.

4.5 Improvement of the Safety Management System

Work on improving the safety management system continued throughout 2024 with the participation of SMATSA representatives in working groups organized by EUROCONTROL.

In February, the expert team of SMATSA attended a meeting of the STUG (Safety Tools User Group) working group, which focuses on the continuous improvement of technical solutions used by service providers in the field of safety.

Within the project conducted under the auspices of the SAFOPS (Operational Safety Group) working group, SMATSA experts participated in the development of the GAPPRI (Global Action Plan for the Prevention of Runway Incursions).

In September 2024, representatives of SMATSA participated in the introductory meeting of the Overload Occurrences Analysis Working Group (OCAWG), where a project was presented that will include the development of materials with instructions and guidelines to be distributed to all providers.

From April to November 2024, an analysis was conducted through the SoE SMS questionnaire (The Standard of Excellence in Safety Management Systems), aimed at helping air navigation service providers improve their safety management systems in accordance with ICAO Annex 19 and relevant EU legislation. In addition to completing the questionnaire, further information is collected through a telephone interview with a representative from EUROCONTROL/CANSO, providing a comprehensive overview of the provider's safety performance.

During a similar period, an evaluation of the CANSO Global Safety Metrics for 2024 was conducted through a questionnaire concerning IFR and RWY incursion events within the airspace under SMATSA's area of responsibility.

In mid-October, a training workshop on Change Management was held. The training participants were introduced to regulatory requirements in the field of change management, in accordance with Regulation 2017/373, its Acceptable Means of Compliance (AMC), and Guidance Material (GM). The training was conducted by lecturers from EUROCONTROL.

In February 2024, an EASA oversight audit was conducted in Montenegro, which also included an inspection of SMATSA in the organizational units ADC Podgorica and ADC Tivat. In accordance with the audit results, throughout the year activities were successfully carried out to address the identified non-conformities according to the approved corrective actions, after which the Air Traffic Directorate (ATD) closed the related findings.

4.6 Developing and Improving Human Potential

From January to August of 2024, the public call and selection process of candidates, trainees for air traffic controller licenses and corresponding authorizations were successfully carried out.

The call for candidates was conducted in cooperation with the College of Applied Studies "Aviation Academy", based on the Agreement on the Dual Model of Education and Business and Technical Cooperation. During this process, competencies, roles, and steps in the selection process were defined. Candidates who met the formal and legal requirements of the competition were advanced to the subsequent stages of the selection procedure.

Additionally, the call for the admission of 24 candidates for the training to obtain the air traffic controller's license and corresponding authorizations was successfully conducted, based on which the evaluation of candidates' applications regarding the fulfilment of the formal-legal requirements of the competition was carried out. Several internal competitions were also conducted:

- Internal call for candidates for the selection of candidates for referral to shift leader training for the needs of the Terminal and Airport Air Traffic Control Sector;
- Internal call for candidates for the selection of candidates for referral to evaluator training for the needs of the Terminal and Airport Air Traffic Control Sector.
- Internal call for candidates for the selection of candidates for referral to the training for OJT traffic control instructors, the needs of the Terminal and Airport Air Traffic Control Sector.

As for external calls for candidates in 2024, the selection of candidates from the SMATSA database of potential candidates was conducted for several positions of CNS staff (engineer and technician positions) within the Communication, Navigation and Surveillance (CNS) Sector and the Terminal and Aerodrome Air Traffic Control Sector and Personnel for aeronautical information services (AIS).

Candidates from external sources were also admitted for professional training / qualification for the needs of meteorological technicians at ADC Podgorica, ADC Tivat, and ADC Vršac, as well as for meteorological forecasters at ADC Podgorica.

During 2024, a significant number of committees and working groups were formed, focusing on the conditions and criteria for selecting candidates of various profiles and specialties, monitoring candidates' success in training, improving procedures in human resource management, as well as a working group for the development of the Integrity Plan in accordance with the provisions of the Law on the Prevention of Corruption and the Guidelines for the Preparation and Implementation of the Integrity Plan.

In addition to the aforementioned activities, employees of SMATSA were also engaged as instructors in the training process of their aviation personnel for air traffic controllers in TKL, ATI, ALG, ABG, and CKL; courses for obtaining special OJTI (On-the-Job Training Instructor) authorisation; refresher courses for OJTI and ASSE; HUM basic and rating; OJT training (pre-OJT); training for obtaining new additional ADI authorisation in APP; CNS basic; CNS instructor training; MET instructor training; calibration training; PVL personnel training; and initial training of AIS personnel.

The employees of SMATSA were additionally engaged in conducting classes at the College of Applied Studies "Aviation Academy" within the study program of basic vocational studies – Flight control.

4.7 Business Performance Indicators

The foundations of the SES Performance Scheme were laid in 2004 in the European Commission Regulations 549/2004 and 550/2004. The SES Performance Scheme implies a reference period of three to five years. Until 2024, three reference periods have been completed, while the fourth will begin in 2025 and last until 2029. The monitoring of the success of air navigation service providers is carried out through indicators within 4 key areas: safety, capacity, cost efficiency and environmental protection.

The European Commission regulations and decisions related to the reference periods of the SES Performance Scheme have not been transposed into domestic legislation, which means that SMATSA is not obliged to report on them. Nevertheless, considering the activities related to the possible future integration of the ECAA partners, SMATSA states in the Business Plan its target values referring to the four key areas of the SES Performance Scheme and reports in this regard, to the extent possible, and in accordance with national legal obligations.

In addition to business performance indicators defined through the SES Performance Scheme, SMATSA also monitors business performance based on internal performance indicators – indicators by strategic areas, as well as on the basis of quality indicators of the services provided.

Also, to confirm the successfully established quality system, in June 2024 a surveillance audit of the QMS was conducted by the certification body Societe Generale de Surveillance (SGS) Belgrade Llc. Based on the audit results, compliance with the requirements of the quality management system standard and the validity of the ISO 9001:2015 (QMS) certificate was confirmed.

The check was carried out at the following locations:

- Annex ACC Belgrade: QMS, EMS (system requirements);
- ADC Niš: ATM, CNS, MET, AIS, and EMS, and
- ADC Kraljevo: ATM, CNS, AIS, and EMS.

4.7.1 Operational compliance with SES Performance Scheme

4.7.1.1 Safety

The status of the air navigation service provider's safety management system is based on monitoring the safety indicators (SMS indicators) defined within the SES Performance Scheme, which is used to evaluate:

1. Efficiency of the safety management system;

2. Level of use of the RAT methodology and

3. Level of implementation of the culture of equity and trust (Just Culture).

Given that the regulations related to the SES Performance Scheme is not yet binding for the Republic of Serbia and for Montenegro, the SMS indicators are monitored in order to prepare for the implementation of the regulation in the legal system that is expected in the coming period.

The safety level within the SMATSA system is based on the assessment and monitoring of safety indicators established in various parts of the system, in accordance with the acceptable safety level defined by the Civil Aviation Directorate of the Republic of Serbia and the Civil Aviation Agency of Montenegro. The values of safety indicators for 2024 are presented in the following tables.

Table 4. Target and accomplished values of SMS indicators required by CAD for 2024

A group of SMS indicators		Accomplished safety level
I.1	Effectiveness of the safety management system; *SMS Effectiveness*	1. Management of safety policy and safety objectives: D 2. Management of safety risks: C 3. Safety guarantees: wasn't measured 4. Improvement of safety: / 5. Safety culture: B Summary report for the 2024 SoE in SMS Measurement.
I.2	Level of use of the RAT methodology *Application of RAT Methodology*	1. Infringement of safe aircraft separation: 02. RAT C3 – 1 event, 04. RAT C4 – 2 events. 05. RAT C5 – 1 event, 06. RAT E2 – 1 event, 07. RAT E4 – 1 event, 08. RAT E5 – 1 event, 2. CNS– ATM Specific occurrence 041. RAT E1 – ACC, TBG, TPG 083. RAT A4, TPG 204. RAT B3, ABG 214. RAT B4, ABG 693. RAT B3/C3, ACC
I.3	Level of implementation of the culture of equity and trust *Application Just Culture (Safety Culture)*	B Summary report for the 2024 SoE in SMS Measurement.

Table 5. Target and accomplished values of safety indicators required by CAD for 2024

A group of ATM impact event severity indicators at the SMATSA level		**Accomplished and *Acceptable* safety level**
I.4	ATM caused Accidents in FIR Belgrade ***ATM caused Accidents***	Zero (0) ATM-influenced accidents ***an acceptable value is 0.00392***
I.5	ATM caused Serious Incidents in FIR Belgrade ***ATM caused Serious Incidents***	Zero (0) serious ATM-influenced accidents ***an acceptable value is 3*** ***Alarm 2***
I.6	ATM caused Major Incidents in FIR Belgrade ***ATM caused Major Incidents***	Zero (0) major ATM-influenced accidents ***an acceptable value is 19*** ***Alarm 14***
I.7	ATM caused Significant Incidents in FIR Belgrade ***ATM caused Significant Incidents***	Six (6) ATM-influenced significant accidents ***an acceptable value is 39*** ***Alarm 29***
A group of ATM Indicators for monitoring a certain type of event		**Accomplished and *Acceptable* safety level**
I.8	Number of ATM caused ***RWY/TWY Incursion***	(1 RWY) ***5***
I.9	Number of ATM caused ***RWY Excursion***	(0) ***5***
I.10	Number of ATM caused ***Separation Minima Infringement*** and ***Inadequate separation*** in the area of responsibility of ACC Belgrade ***(ACC+TER)***	(6) ***15***
I.11	Number of ***ATM*** caused ***Separation Minima Infringement*** and ***Inadequate separation***, in the area of responsibility of aerodrome ADC	(4) ***10***
I.12	Number of ***ATM*** caused ***Airspace infringement***	(0) ***15***
I.13	Other ***ATM*** caused events category C and above (such as ***Missed approach / go-around / Rejected T/O etc.***)	(1) ***25***

A group of *CNS* indicators *ATM* specific events		Accomplished and *Acceptable* safety level
I.14	Number of DPS failures *(TopSky system)*	0 breakdowns per year on average *<8 events (failures) per year*
I.15	Total duration of outage of *SSR* radar stations	the value of the indicator is 17.68 min *<500 minutes per year*
I.16	Total duration of *PSR* radar stations outage	the value of the indicator is 28.34 min *<2.000 minutes per year*
I.17	MTBO – Mean Time Between Outages *LLZ ILS 12L*[3] *(CAT III)*	MTBO[h]= / *<4.500 hours per year*
I.18	MTBO – Mean Time Between Outages *LLZ ILS 30R (CAT III)*	MTBO[h]= / *<1.500 hours per year*
I.19	The number of losses or degradation of one or more *operating frequencies*	on average 6.33 service interruptions on an annual basis *<50 events per year*
A group of ASM-ATFCM capacity indicators		**Accomplished and *Acceptable* safety level**
I.20	*FUA* – Utilization percentage of requested airspace allocations (Percentage of used requests for airspace allocation as compared to their total number)	95.37% *Values are not prescribed, but the trend is monitored.*
I.21	Average Delay per *IFR* Average Delay per IFR Movement in *FIR* Belgrade generated by *ATM*	0,76562 minutes per IFR flight *0,1 minutes per IFR flight*

[3] Note: The LOC 12L and LOC 30R devices were operationally used during the period from 28 November to 31 December 2024. The LOC 12R device was in operational use during the period from 1 January to 27 November 2024, and no indicator has been prescribed for it.

Table 6. Acceptable and Accomplished safety (process) indicators for 2024 required by CAA

Events with direct ATM impact (A group of ATM indicators)		**Accomplished**	**Fulfilled / not fulfilled acceptable level of safety**
SI.1	Number of ATM caused Accidents *ATM caused Accidents*	Zero (0) ATM caused Accidents	0.00203
SI.2	Number of ATM caused serious accidents *ATM caused Serious Incidents*	Zero (0) serious ATM-influenced accidents	2 *Alarm 1*
SI.3	Number of ATM major caused accidents *ATM caused Major Incidents*	Six (0) ATM-influenced major accidents	10 *Alarm 7*
ATM specific events (A group of CNS indicators)		**Accomplished**	**Fulfilled / not fulfilled acceptable level of safety**
SI.4	Number of losses or degradation of one or more operating ***frequencies (ground-to-air)***	8 service losses on an annual basis	FULFILLED
SI.5	Availability of the monitoring function of *SSR/Mode S* radar stations	Koviona – no interruption Murtenica – no interruption Koševac – no interruption Srpska Gora – no interruption RS Belgrade – no interruption RS Besna Kobila – 214.9 min	FULFILLED
SI.5	Availability of the monitoring function of *PSR* radar stations	Koviona – 0.33 minutes Murtenica – no interruption Srpska Gora – no interruption RS Belgrade – no interruption RS Besna Kobila – 393.12 min	FULFILLED
Events with direct ATM impact (A group of ATM indicators)		**Accomplished**	**Fulfilled / not fulfilled acceptable level of safety**
SI.6	Availability of data processing and distribution functions	0 failures	FULFILLED
SI.7	Availability of navigation function LOC 36 (*CAT I*) on LYPG	there was no failure – MTBO[h] = /	FULFILLED
SI.7	Availability of navigation function LOC TIV	there was no failure – MTBO[h] = /	FULFILLED
SI.8	Availability of energy systems	There was no complete interruption of the power supply to operating devices (Availability 100%)	FULFILLED
SI.9	Endangering the safety (security) of the ATM system	no events	MONITORED

4.7.1.2 Cost efficiency

The unit rate for the charging zone "Serbia–Montenegro–KFOR" for the year 2024 was approved and adopted at the EUROCONTROL's Enlarged Committee session held in November 2023. The EUROCONTROL's Enlarged Committee Decision No 23/176 of 28 November 2023 (Appendix 2), determined the amount of the unit rate at EUR 37 (***National Unit Rate***) and EUR 37.11 (***Global Unit Rate***), which includes the EUROCONTROL administrative fee. The route charge amounted sole to SMATSA in 2024 was 32.35 EUR.

Like the previous year, in 2024 there was no deviation in the value of the monthly adjusted unit rate for the "Serbia–Montenegro–KFOR" charging zone, which is primarily the result of minimal fluctuations in the movement of the RSD exchange rate against the EUR during the year.

4.7.1.3 Capacity

The capacity indicator represents a measure of meeting traffic demand within the air navigation service provider's area of responsibility. The indicator represents the average delay time per IFR flight within the airspace under SMATSA's area of responsibility. The indicator is calculated by dividing the total delay by the total number of IFR flights, at the ANSP level.

The acceptable values for the capacity indicator are defined by the Civil Aviation Directorate of the Republic of Serbia in the document "Air navigation in the Republic of Serbia, safety and capacity indicators and acceptable safety levels from 2020 through 2025".

Information on the acceptable and accomplished values of the capacity indicator for 2024 is presented in the following table.

Table 7. Values of capacity indicators in 2024[4]

Capacity indicator	Acceptable value	Accomplished value
Average delay time per IFR flight in FIR Belgrade	0,1 minute/ IFR flight	0,73[5] minute/ IFR flight

[4] Data Source: ***European ANS Performance Data Portal*** (**http://ansperformance.eu/data**), final data for 2024 based on ANSP level.

[5] EUROCONTROL also defines reference values for each Area Control Centre (ACC). For 2024, a reference value was defined for Belgrade ACC, which was considered within the quality objectives of SMATSA (Section 4.7.2).

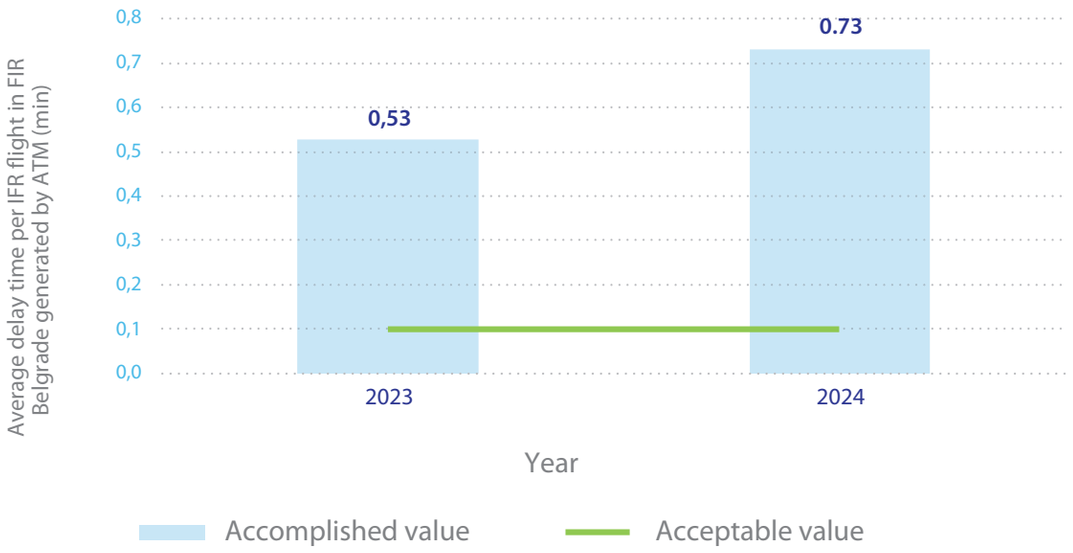


Figure 13.
Average delay time per IFR flight at FIR Belgrade generated by ATM in the period from 2023 through 2024

The largest number of traffic regulations in SMATSA area of responsibility in 2024 was introduced due to unfavourable weather conditions that generated almost 79% of delays. Out of a total of 718 399 minutes of delay, 567 001 minutes of delay were generated due to bad weather conditions. Air Traffic Control (ATC) capacity accounted for just under 19% of the total delay, while insufficient ATC staffing was responsible for approximately 2% of the delay. In addition to the aforementioned causes, less than 1% of the delay in 2024 was attributed to the "Other" category. The "Other" category includes delays caused by airspace management, equipment failures, airport and aerodrome air traffic control capacity, industrial actions, as well as delays due to other miscellaneous reasons.

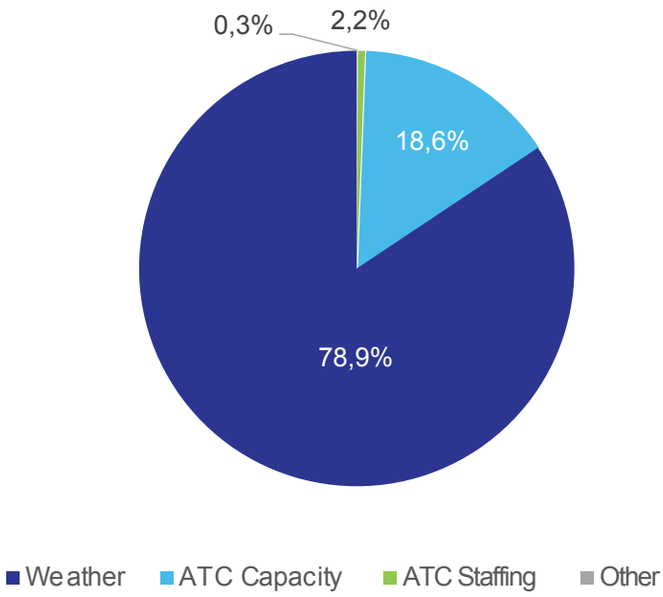


Figure 14.
Reasons for the delay in FIR Belgrade in 2024

4.7.1.4 Environmental protection

The assessment of the level of environmental protection is based on the average efficiency of the horizontal flight, indicator recognized in the regulations concerning the SES Performance Scheme under the Single European Sky regulation. The achieved values of the aforementioned indicators are monitored based on data of the EUROCONTROL – Performance Review Unit (PRU).

The target values of the indicators are defined in the following manner:

1. indicator of deviation of the actual flight path in relation to the long-circuit route (KEA – ***Key performance Environment indicator based on Actual trajectory***). The average efficiency of the horizontal flight is the deviation of the actual trajectory to the allowed extent of 2.4% in relation to the long-circuit route.

2. Indicator of deviation of the path in the last filed flight plan in relation to the long-circuit route (KEP – ***Key performance Environment indicator based on last filed flight plan***). The average horizontal flight efficiency represents a deviation of the last filed flight path of 4.1% in relation to the long-circuit route.

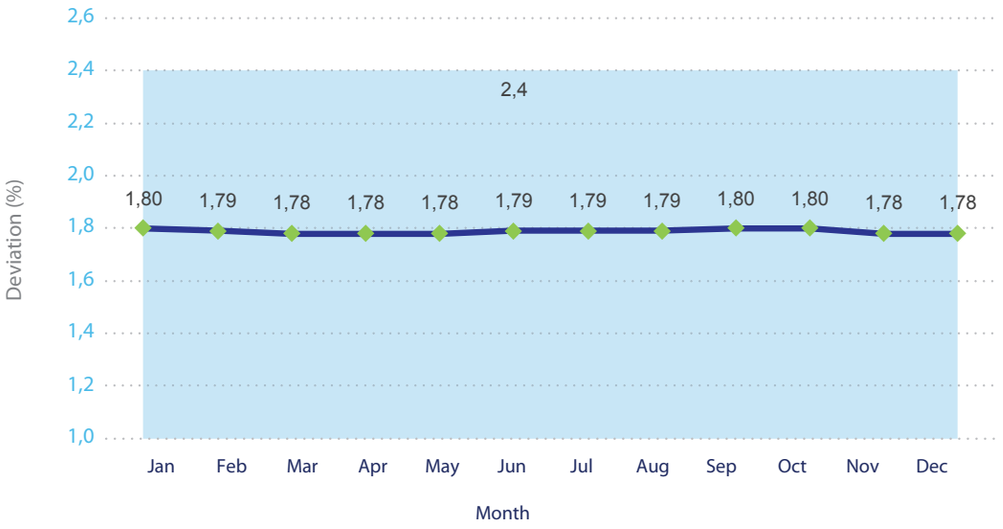


Figure 15.
KEA – indicator of the deviation of the actual flight path in relation to the long-circuit route in Serbia and Montenegro in 2024[6]

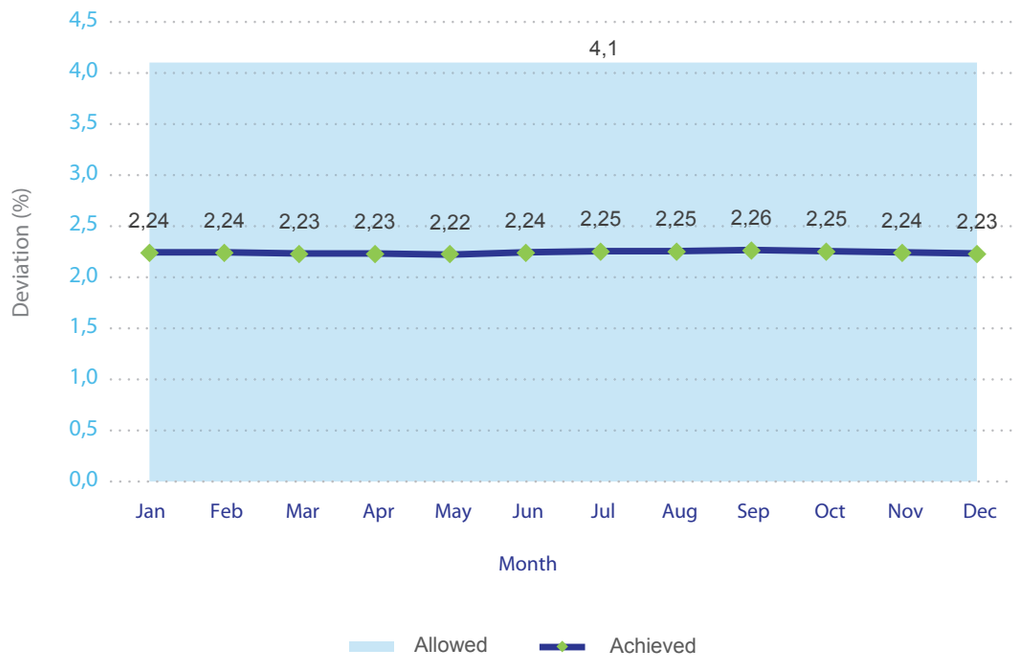


Figure 16.
KEP – Indicator of deviation of the path in the last filed flight plan in relation to the long-circuit route in Serbia and Montenegro in 2024[7]

[6] Data Source: *European ANS Performance Data Portal (http://ansperformance.eu/).*
[7] Data Source: *European ANS Performance Data Portal (http://ansperformance.eu/).*

4.7.2 Indicators of the quality of services provided

The analysis of the SMATSA quality targets is performed on an annual basis. The results of the analysis of the quality targets fulfilment in 2024 are presented in the meeting of the Management Systems Committee (QMS).

Table 8. Analysis of the fulfilment of quality targets for 2024

Service	Target	Planned	Accomplished	Details
ATM	Average delay per IFR flight generated by SMATSA aon an annual basis	Less than 0.08 minutes	No	According to the source of the EUROCONTROL NMOC in 2024, the average delay per one IFR flight, generated by SMATSA was **0.76562** minutes. Additional factors that contributed to delays include: • quite unfavourable weather conditions and the increase in traffic demand, above STATFOR HIGH forecast, and in part due to conflict in Ukraine and Middle East; • issues with air traffic service provision capacities in neighbouring countries; • the level of the route charge unit rate, which allows users to achieve their planned profit even when choosing longer route options.
	The percentage of aircraft that take off from the SMATSA area of responsibility within the time tolerance of the issued slot	Greater than 83%	Yes	According to the source of the EUROCONTROL NMOC, in 2024 the value of **90.03%** of flights, which took off from the SMATSA area of responsibility, within the time tolerance of the issued ATFM slot, was achieved, on an annual basis.
	The number of serious incidents, which were determined by analysis to have been caused by ATM	Less than 2 (for Serbia) Less than 2 (for Montenegro)	Yes	There were no serious incidents in 2024, which were determined by analysis to have been caused by ATM.

Service	Target	Planned	Accomplished	Details
CNS	System availability of technical devices and systems within the SMATSA are of responsibility directly affecting the provision of services	A(t) = 99,9%[8]	Yes	The quality objective in the CNS domain was met for the majority of systems and services being monitored. The quality objective was not met for individual systems / services in 14 cases; however, this did not impact service provision due to the applied individual and collective redundancy of CNS devices and systems, as previously explained.
MET	Terminal Aerodrome Forecast (TAF) accuracy within the desired accuracy (as per ICAO Annex 3, Attachment B)	Greater than 80%	Yes	Results of the analysis of the Terminal Aerodrome Forecast (TAF): for LYBT 94.1%, for LYBE 93.7%, for LYVR 91.0%, for LYKV 93.7%, for LYNI 93.2%, for LYPG 95.8%, for LYTV 95.3%, or average for all airports 93.8%, thus achieving the desired operational accuracy provided in ICAO Annex 3, Attachment B.
	The percentage of successfully trained candidates out of all trainees	100%	Yes	In 2024, all trainees successfully completed the scheduled training programmes.
	The percentage of duly submitted MET information in NOC Belgrade, within desirable time of submission of MET information (as per EUR DOC 018, Appendix F)	Greater than 95%	Yes	For all airports, in 2024, quality target was achieved, the percentage of delivery of MET information as per EUR DOC 18, Appendix F. The average for all airports is METAR (99.85%) and TAF (99.68%).
AIS	Data Quality Assessment	Greater than 0.81%	Yes	Quality assessment was conducted on a sample of 100 data. The average grade for this sample is 0.991.
FDP	Number of published NOTAMs for correction of noticed mistakes on published IFP, caused by FPD staff, in relation to total number of published IFP	Less than 0.0281	Yes	The value of the FPD process indicator for the year 2024 is 0.

[8] Except at the Ponikve location for the needs of AFIS Užice, where the system availability of technical devices and systems used to provide AFIS services was 75%.

Service	Target	Planned	Accomplished	Details
TRE	The realization of the number of lessons of theoretical teaching for the current year for each enrolled group of candidates at the ANS Staff Training Centre	100%	Yes	Theoretical training lessons have been carried out in accordance with the appropriate Training Decisions.
	Accomplishment of the number of hours of practical training for the current year for each enrolled group of candidates at the ANS Staff Training Centre	100%	Yes	All the courses started in 2024 were completed in accordance with the approved plans and programs and the planned number of hours of practical training.
	The ratio of the issued Diplomas / Certificates / Credentials of completed training with the number of the trainees, for each enrolled group of candidates at the ANS Staff Training Centre	100%	No	In the course of 2023, a total of 15 diplomas for completed initial training – INITIAL TRAINING (out of possible 17) and 128 certificates for completed training to receive rating – DEVELOPMENT TRAINING and DEVELOPMENT TRAINING REFRESHER (out of possible 128) were issued for trainees for whom the diploma and certificate is scheduled to be issued in accordance with document TRE.PROC.011. (Issuance of certificates, diplomas and credentials at the ANS Personnel Training Centre). The percentage of realization is 98.62%. Initial training was implemented with the success level of 88.2%.
CAL	Implementation of the annual calibration plan	100%	Yes	The annual calibration plan by means was 100% achieved. A total of 144 calibrations for 2023 were carried out, of which 132 calibrations according to the annual plan and 12 extraordinary calibrations. Out of the total number of calibrations (144), 100 were realized according to contracts with external users.

4.7.3 Additional performance indicators

In addition to performance indicators included in European and domestic regulations and quality objectives, SMATSA monitors the success of business based on internally determined indicators.

The achieved values of additional indicators in relation to the set goals are shown in the following table.

Table 9. Additional performance indicators / performance in 2024

Indicators	Target value for 2024	Accomplished
Number of overloads reported by air traffic controllers	<20 per year	0
Observance of slots at Belgrade Airport (LYBE)	> 83%	87.12%
Observance slots at Tivat Airport (LYTV)	> 83%	98.61%
Observance of slots at Podgorica Airport (LYPG)	> 83%	98.42%
Observance of slots at Niš Airport (LYNI)	> 83%	95.76%
Number of reported events	<10 per year	0
Average number of days per year per employee spent at conferences or creative workshops	>1.5	Data not available
Average number of days per year spent on training for operational jobs (expressed per person)	>3	Data not available

05

Information Technology

In 2024, numerous activities were carried out aimed at improving IT infrastructure, enhancing security, and developing software solutions[9].

In 2024, in coordination with the IT team of Belgrade Airport, uninterrupted service was provided to the terminal air traffic control, relating to the applications used by Belgrade Airport. In the last quarter, an application for selecting the optimal sector configuration was implemented, while throughout the year, internally developed application solutions were continuously synchronized with the new sector configurations.

In 2024, work was carried out to enhance cybersecurity and the communication segment of the TOPSky ATC system, including risk analysis and defining measures to mitigate those risks. To improve anomaly detection in IT systems, the cybersecurity monitoring room (SOC) was adapted and equipped for overseeing corporate information systems. To enhance cybersecurity, employees from this sector participated in penetration tests organised by the French company Thales.

The server and network equipment were upgraded, including the installation of a new print server and a file-sharing system (CIFS) at TKL Kraljevo, as well as the replacement of network equipment at ADC Tivat.

For more efficient support to operational staff, improvements were made to internally developed applications, such as the Roster application, while continuous support, updates, and maintenance were provided throughout the year for other applications used in daily operations.

More significant business projects completed in this period are:

- Hardware and software upgrades of the EAD system;
- Installation of a new data storage system;
- New version of Check Point;
- Expansion of the ACC Belgrade Data Centre;
- Updating the data backup system to a new version.

[9] The information system phase – IAM (Identity and Access Management), as part of the business project BP 01.01.01, which was suspended in 2023 due to limited conditions for implementation, was not resumed in 2024 either.

06

Consultations with Service Users

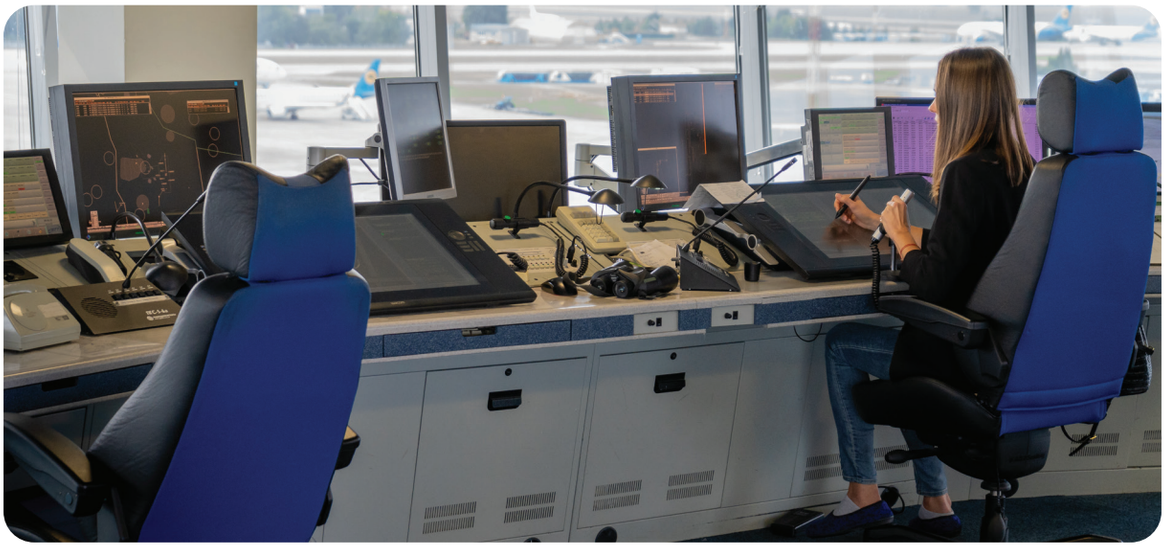
6.1 Air Traffic Management – ATM

The year 2024 was marked by further recovery from the consequences of the pandemic with no expectation that traffic will reach the level from 2019. Nevertheless, traffic demand at southeast axis of European air traffic continued to grow significantly more than other flows. With very frequent occurrences of adverse weather conditions, this situation led to an increase in the generated delay far beyond the expected.

Although there were no formal Service Users' reports (IATA, A4E, AIRE) referring to summer season 2024, EUROCONTROL still prepared an analysis of the summer season for the RNDSG/113 meeting. During the chair's presentation, information concerning delays was presented without the usual stressing of generators, but with the finding that the whole situation was influenced by several factors which could not be fully foreseen.

SMATSA, in line with its strategic commitments, continued its efforts in 2024 aimed at increasing flight efficiency and finding solutions to effectively meet the projected air traffic demand. As part of these activities, SMATSA dedicated the year 2024 to improving service delivery systems, organisational activities related to service provision (including sector configuration changes), and expanding the free route planning concept by enabling cross-border flight planning between two FRA areas: SECSI FRA and FRAIT.

In December 2024, a regular consultation process was conducted with users of services / functions in the field of ATM (sports and amateur flying, commercial aviation, legal and natural persons, army, police, etc.).



6.2 Aeronautical Information Services – AIS

The analysis of user satisfaction with the AIS service is conducted based on quarterly quality reports of data from the SDO, PAMS, and INO applications of the European AIS Database (EAD), user requests related to published aeronautical information, and the User Satisfaction Questionnaire.

The trend of errors in EAD applications was analysed for the period from the last quarter of 2023 through the third quarter of 2024.

In accordance with the published method of contact in the event of observed errors or omissions (GEN 0.1, point 4) in aviation publications, the Aeronautical Information Service (AIS.00) collects, analyses, and handles requests in accordance with AIS.PROC.012 procedure – Handling user requests.

By analysing the filled-out User Satisfaction Questionnaires, it was stated that the users rated the provision of aeronautical information services with an excellent rating.

6.3 Aeronautical Meteorological Services – MET

During 2024, two remarks from ATCO regarding the provision of MET services were received via e-mail. They referred to the forecast of meteorological conditions for initiating preparations for LVP operations at Nikola Tesla Airport. The results of the analysis conducted by the MET Service were submitted to the responsible OU managers.

By inspecting the completed and submitted copies of filled out forms of the Book of Impressions of Aviation Users for the year 2024 from organizational units, in accordance with QM.PROC.007, point 4.3.1.1, surveying the satisfaction of users of MET services by means of a questionnaire, it was observed that all expressed user comments reflected user satisfaction with the provided MET services. Also, the cooperation with the meteorological staff was evaluated by the users as excellent.

6.4 Airborne GRNS Calibration

The survey included 4 respondents—foreign clients of the airborne flight inspection services of CNS calibration. The respondents who answered the questions were those directly responsible for the operational status and performance quality of all CNS systems, as well as those in charge of coordination during the execution of airborne calibration. The average rating for the quality of airborne calibration services is 5.00, based on the completed CAL.FORM.040 – Customer Satisfaction Survey for Airborne Calibration.

Table 10. Results of the User Satisfaction Survey on airborne GRNS calibration service in 2024

Activity	Average rating
Degree of coordination of activities before, during, and after the calibration of GRNS	5.0
Quality of crew communication with the technical staff on the ground during the calibration of GRNS	5.0
Quality, completeness, and timeliness of reports on calibration of GRNS	5.0
Coordination of planned and realized activities	5.0
Response to additional requests	5.0
AVERAGE RATING	5.0

Based on the numerical rating given in the table and respective comments of respondents, one may conclude that the Calibration Service has performed airborne calibration services for the foreign client in a professional and quality fashion.

07

Financial Statements

7.1 Income Statement

Table 11. Income statement for the period from 1 January – 31 December 2024 (in 000 RSD)

Elements (in 000 RSD)	2023 realization	2024 Plan	2024 Realization	2024 Realization/ 2024 Plan	2024 Realization/ 2023 Plan
Operating income	**14,032,742**	**14,475,020**	**14,598,169**	**0.9%**	**4.0%**
Income from sale	13,876,211	14,336,699	14,419,041	0.6%	3.9%
Domestic market	823,777	839,721	851,321	1.4%	3.3%
Foreign market	13,052,434	13,496,978	13,567,720	0.5%	3.9%
Other operating income	156,531	138,321	179,128	29.5%	14.4%
Operating expenses	**12,342,632**	**13,643,200**	**13,574,305**	**-0.5%**	**10.0%**
Costs of material, fuel, and energy	327,816	364,062	300,864	-17.4%	-8.2%
Costs of salaries, fringe benefits and other personal expenses	8,143,350	9,118,000[10]	9,074,868	-0.5%	11.4%
Costs of production services	813,515	1,105,549	1,046,851	-5.3%	28.7%
Depreciation	1,816,526	1,700,000	1,969,881	15.9%	8.4%
Long-term provisions	235,217	100,000	131,988	32.0%	-43.9%
Non-production costs	1,006,208	1,255,589	1,049,853	-16.4%	4.3%
Operating profit	**1,690,110**	**831,820**	**1,023,864**	**23.1%**	**-39.4%**
EBITDA	**3,506,636**	**2,531,820**	**2,993,745**	**118.2%**	**-14.6%**
EBITDA %	**24.99%**	**17.49%**	**20.51%**	-	**-17.9%**
Financial revenues	55,599	31,920	330,999	937.0%	495.3%
Financial expenses	281,691	290,979	396,934	36.4%	40.9%
Other revenues	116,933	25,340	121,496	379.5%	3.9%
Other expenses	103,391	109,000	84,612	-22.4%	-18.2%
Profit before tax	**1,477,560**	**489,101**	**994,813**	**203.4%**	**-32.7%**
Net profit / loss from discontinued operations	-9,262	-	-54,595	-	489.5%
Tax expenditure / revenue	-267,983	-	-169,518	-	-36.7%
Net profit	**1,200,315**	**489,101**	**770,700**	**57.6%**	**-35.8%**

[10] In the Annual Plan, the amount is in accordance with the Decision on the internal reallocation of planned funds in the SMATSA Financial Plan for 2024, No. FIN.01-652/1 of 6 December 2023

7.1.1 Operating income

In 2024, SMATSA generated operating revenues from route charges, terminal charges and other operating income that were 4% higher than in 2023 and 0.9% above the planned value.

Revenue from route charges

According to data from the Central Route Charges Office (CRCO), a total of 987,650 flights were invoiced in 2024, reflecting a 9.5% increase compared to 2023. In the Serbia–Montenegro–KFOR charging zone, the number of chargeable service units reached 3,300,744 in 2024, which is an 8% increase compared to 2023, when 3,054,083 service units were recorded. The unit rate for the Serbia–Montenegro–KFOR charging zone in 2024 amounted to EUR 37.00 (National Unit Rate), compared to EUR 39.37 in 2023, representing a 6% decrease. Based on the realized number of flights, service units, the applicable unit rates, and the revenue distribution model among entities included in the cost base, SMATSA was invoiced approximately EUR 106,9 million in 2024, according to CRCO data. This represents a 3.6% increase in revenue from unit rates compared to 2023.

Revenue from terminal charges:

In 2024, 58,656 departures were invoiced in the terminal, representing a 9.2% increase compared to 2023, when 53,716 take-offs were recorded. Of the total invoiced revenue, 45% was generated from domestic airlines, while 55% came from foreign carriers. Based on the realized terminal traffic, EUR 16,297,758 was invoiced in 2024, marking a 7% increase compared to 2023 (EUR 15,169,096). Additionally, realized terminal traffic exceeded the planned level by 11%.

Other operating income:

This category includes primarily the income from the provision of radar data and radio communication services, as well as income from calibration services.

7.1.2 Operating and other expenses

Material, fuel and energy costs:

The expenses for materials, fuel, and energy were 8.2% lower compared to 2023, and 17.4% below the Financial Plan for 2024, primarily due to lower spending on spare parts and reduced electricity consumption.

Salary costs:

The realization of salary costs, salary compensations, and other personal expenses in 2024 was nearly aligned with the planned values set out in the Financial Plan for the year. The level of these expenses compared to 2023 reflects the full application of the provisions of the Collective Agreement, as well as the implementation of decisions adopted in 2023 that took full effect in 2024 – most notably, the decision to revise the gross value of the salary point.

Costs of production services:

Costs of production services were 5.3% lower than the value in the Financial Plan for 2024, while on the other hand they were 28.7% higher compared to 2023, primarily due to increased maintenance costs of fixed assets as well as expenses related to property security.

Depreciation costs:

Depreciation expenses were 15.9% higher than the planned amount, while at the same time this category was 8.4% higher compared to the previous year due to the activation of new investments and the recognition of depreciation costs related to the right-of-use assets in accordance with IFRS 16.

Long-term provisions costs:

In 2024, an assessment of long-term provisions was carried out as of 31 December 2024, covering severance pay (65,387 thousand dinars), jubilee awards (23,594 thousand dinars), and estimated costs of court disputes (43,007 thousand dinars). As a result of the actuarial calculation, an actuarial gain of 17,941 thousand dinars was recognized.

Non-production costs:

Non-production costs include property insurance, motor vehicle insurance, general liability insurance, employee insurance, facility hygiene expenses, representation costs, and the Eurocontrol contribution. In 2024, these costs were 16.4% lower than the amount planned in the Financial Plan, but 4.3% higher compared to 2023. The year-over-year increase is primarily attributed to a higher Eurocontrol contribution and increased expenses related to payment transactions.

Other expenses:

Under the item other expenses, an amount of 84,612 thousand dinars was recorded. This mostly includes expenses based on the adjustment of receivables (37,858 thousand dinars) and expenses from the direct write-off of foreign receivables (44,853 thousand dinars).

Loss from discontinued operations:

This item of the income statement reflects a negative net effect – indicating higher expenses than income – amounting to 54,595 thousand dinars. The result stems from losses related to discontinued operations, changes in accounting policies, and corrections of prior period errors. Specifically, 888 thousand dinars were recorded under income from previous years, while 55,483 thousand dinars were recorded under expenses from previous years.

Net result:

The net result for 2024 was positive, amounting to 770,700 thousand dinars. The increase in net profit compared to the planned value was driven by higher-than-expected operating revenue and lower realization of operating expenses relative to the Financial Plan.

7.2 Balance Sheet

Table 12. Balance Sheet on 31 December 2024 (in 000 RSD)

ASSETS (in 000 RSD)	2023 Realization	2024 Realization
Fixed assets	**19,034,563**	**19,651,566**
Intangibles	258,014	261,224
Buildings, plants and equipment	17,986,695	18, 708,398
Long-term receivable	789,854	681,944
Working assets	**5,125,799**	**5,043,274**
Supplies	74,757	80,862
Accounts receivable	1,967,368	1,997,339
Other short-term receivables	175,181	180,137
Cash equivalents and cash	2,695,997	2,568,046
Short-term prepayments and deferred expenses	212,496	216,890
Total assets	**24,160,362**	**24,694,840**
Off-balance sheet assets	1,122,929	763,284
LIABILITIES (in '000 RSD)	**2023 Realization**	**2024 Realization**
Capital	**11,153 489**	**11,942 267**
Original capital	1,873,820	1,873,820
Reserves	507,044	507,044
Revaluation reserves	3,285,167	3,283,830
Retained profit	5,487,458	6,457,165
Non-realized gains/losses	-	-179,592
Long-term provisions and liabilities	**9,531,320**	**9,590,923**
Long-term provisions	1,131,328	1,091,302
Long-term liabilities	8,399,992	8,499,621
Deferred tax liabilities	**487,733**	**437,185**
Short-term liabilities	**2,987,820**	**2,724,465**
Short-term financial liabilities	1,365,771	1,072,953
Received advances	15,173	15,050
Liabilities from operation	746,676	912,595
Other short-term liabilities	829,080	691,325
Short-term accrued liabilities	31,120	32,542
Total liabilities	**24,160,362**	**24 694,840**
Off-balance sheet liabilities	1,122,929	763,284

As of 31 December 2024, fixed assets amounted to 19,651,566 thousand dinars, representing an increase of approximately 3.24% compared to the previous year. Under long-term receivables, an amount of 681,944 thousand dinars was recorded, relating to the sale of SMATSA's Aviation Academy.

Accounts receivable, as of 31 December 2024, amount to1,997,339 thousand dinars and participate with 39.6% in the structure of total current assets.

Thanks to stable traffic levels and the resulting consistent revenue from core business activities, cash at the end of the period amounted to 2,568,046 thousand dinars (approximately EUR 21,7 million).

As of 31 December 2024, SMATSA reported long-term liabilities totalling 8,499,621 thousand dinars (approximately EUR 72 million). This amount primarily comprises long-term loans obtained from the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD). In addition, this position includes liabilities arising from long-term lease agreements, recognized in accordance with IFRS 16.

Under short-term financial obligations, an amount of 1,072,953 thousand dinars (approximately EUR 9 million) was recorded. This primarily relates to portions of loan and lease liabilities (in accordance with IFRS 16) that are due within one year.

7.3 Statement of Cash Flows

In 2024, SMATSA generated a net cash inflow of 2,581,705 thousand dinars from operating activities.

During the year, the company withdrew funds from the EBRD loan in the amount of 163,968 thousand dinars, which were directed toward the continuation of investment activities. At the same time, 949,527 thousand dinars were used for the repayment of previously obtained loans, of which 501,500 thousand dinars related to domestic loans and 448,027 thousand dinars to foreign loans.

SMATSA continued its investment activities in 2024, resulting in a net cash outflow of 1,466,930 thousand dinars from investing activities.

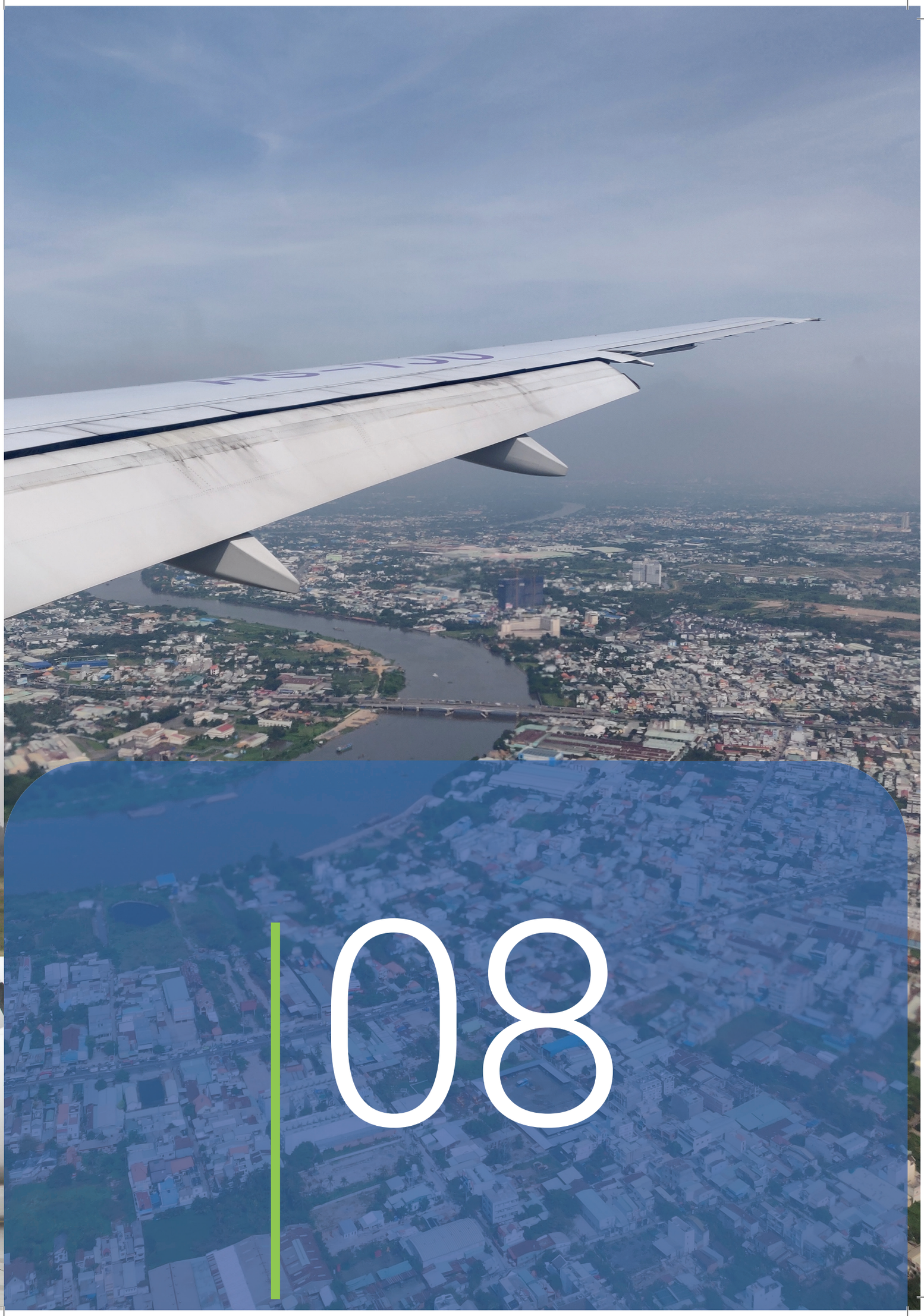
At the end of the period cash amounted to 2,568,046 thousand dinars.

Table 13. Cash flow report for the period from 1 January – 31 December 2024 (in 000 RSD)

Item	Amount	
	Current year	Previous year
A. CASH FLOWS FROM OPERATING ACTIVITIES		
I. Cash inflows from operating activities (1 to 4)	**15,125,902**	**14,576,827**
1. Sales and received advances in the country	862,639	860,317
2. Sales and advances received abroad	13,552,651	12,997,329
3. Received interest from business activities	34,156	11,572
4. Other inflows from regular operations	676,456	707,609
II. Cash outflows from operating activities (1 to 8)	**12,544,197**	**11,527,919**
1. Payments to suppliers and advances made in the country	1,750,132	1,747,379
2. Payments to suppliers and advances made abroad	1,085,176	1,016,929
3. Salaries, salary allowances and other personal expenses	9,205,934	7,943,366
4. Interest paid in the country	9,009	41,284
5. Interest paid abroad	239,775	193,220
6. Income tax	254,171	585,741
7. Outflows based on other public revenues		
8. Other outflows from business activities		
III. Net cash inflow from business activities (I-II)	**2,581,705**	**3,048,908**
IV. Net cash outflow from business activities (II-I)		-

Item	Amount	
	Current year	Previous year
B. CASH FLOWS FROM INVESTMENT ACTIVITIES		
I. Cash inflows from investment activities (1 to 5)	-	-
1. Sale of shares and stakes		
2. Sale of intangible assets, buildings, plants, equipment and biological assets		
3. Other financial placements		
4. Interest received from investment activities		
5. Dividends received		
II. I. Cash inflows from investment activities (1 to 3)	**1,466,930**	**2,123,062**
1. Purchase of shares and stakes		
2. Purchase of intangible assets, buildings, plants, equipment and biological agents	1,466,930	2,123,062
3. Other financial placements		
III. Net cash inflow from investment activities (I-II)		
IV. Net cash outflow from investment activities (II-I)	**1,466,930**	**2,123,062**
C. CASH FLOWS FROM FINANCING ACTIVITIES		
I. Cash inflows from financing activities (1 to 7)	**163,968**	**1,175,617**
1. Increase of the original capital		
2. Long-term loans in the country		
3. Long-term loans abroad	163,968	1 175,617
4. Short-term loans in the country		
5. Short-term loans abroad		
6. Other long-term liabilities		
7. Other short-term liabilities		
II. I. Cash inflows from financing activities (1 to 8)	**1,399,204**	**2,465,848**
1. Redemption of own shares and stakes		
2. Long-term loans in the country	501,500	1 663,649
3. Long-term loans abroad	448,027	361,283
4. Short-term loans in the country		
5. Short-term loans abroad		
6. Other liabilities	449,677	440,916
7. Financial leasing		
8. Dividends paid		

Item	Amount	
	Current year	Previous year
III. Net cash inflow from financing activities (I-II)		
IV. Net cash outflow from financing activities (II-I)	**1,235,236**	**1,290,231**
D. TOTAL CASH INFLOW	**15,289,870**	**15,752,444**
E. TOTAL CASH OUTFLOW	**15,410,331**	**16,116,829**
F. NET CASH INFLOW		
G. NET CASH OUTFLOW	120,461	364,385
H. CASH AT THE BEGINNING OF ACCOUNTING PERIOD	2,695,997	3,063,199
I. POSITIVE EXCHANGE RATE DIFFERENTIALS BASED ON CASH CONVERSION	640	96
J. NEGATIVE EXCHANGE RATE DIFFERENTIALS BASED ON CASH CONVERSION	8,130	2,913
K. CASH AT THE END OF ACCOUNTING PERIOD	**2,568,046**	**2,695,997**



08

Non-financial Reporting

In accordance with the introduced European practice, non-financial reporting was integrated in domestic legislation with the adoption of amendments to the Law on Accounting.

Thereupon, non-financial reporting contains all the necessary „information for understanding of the undertaking's development, performance, position and impact of its activity, information relating to at least environmental matters, social and employee-related matters, respect for human rights, anti-corruption and bribery matters".

Based on the Law on Companies of the Republic of Serbia ("Official Gazette of the RS", No. 36/11, 99/11, 83/14, 5/15, 44/18, 95/18, 91/19, 109/21), and the Law on Companies of Montenegro ("Official Gazette of the Republic of Montenegro", No. 6/02, and "Official Gazette of Montenegro", No. 17/07, 80/08, 40/10, 36/11, and 65/20), the Air Transport Law of the Republic of Serbia ("Official Gazette of RS", No. 73/10, 57/11, 93/12, 45/15, 66/15 – another law, 83/18, 9/20, 62/23), the Law on Air Traffic of Montenegro ("Official Gazette of Montenegro", No. 66/08, 30/12, 30/17, and 82/20), of the Agreement on cooperation in the field of air transport, the Government of the Republic of Serbia and the Government of Montenegro concluded the Continuity Agreement. This contract confirms the continuity of the existence of a joint service provider in air navigation – Serbia and Montenegro Air Traffic Services SMATSA Llc Belgrade with the aim of performing activities in accordance with the regulations on air transport in the founding countries, international agreements, international standards, and recommended practice.

The SMATSA's operations are fully aligned with national and international regulations, international agreements and the European air traffic management system. On the basis of the International Convention on Cooperation in the Field of Air Navigation Safety ("Official Gazette of Serbia & Montenegro" – International Contracts, No. 18/04, 19/04 and 04/05), and in accordance with the Multilateral Agreement on Unit Rates ("Official Gazette of Serbia & Montenegro" – International Contracts, number 4/05), the Republic of Serbia and the state of Montenegro, since July 1, 2007, have been integrated into the system of the European Organization for the Safety of Air Navigation (EUROCONTROL), which is applied by 41 member countries.

For the use of air navigation services in the airspace of the Republic of Serbia and the airspace of Montenegro – Belgrade in-flight information areas (FIR/UIR Belgrade), i.e. the charging zone Serbia/Montenegro/KFOR, SMATSA earns income from unit rates.

The unique system applied by 41 member countries of EUROCONTROL, which essentially defines the business model of SMATSA, implies the establishment of cost bases on the basis of which, on an annual level, planned and realized route revenues and expenses are determined. All member states have committed themselves to the consistent application of generally accepted principles for determining the cost base for unit rates and calculating the amount of unit rates. In this regard, the revenues generated from unit rates are used to cover route expenses, i.e. only route costs can be financed from unit rates (costs incurred in connection with the provision of air navigation services and the functioning of the system, as well as the costs of EUROCONTROL).

Unit Rate is calculated based on approved, acceptable route costs and air traffic forecast.

Given that the route costs are the basis for determining the amount of the unit rate, these must be properly presented and agreed with the representatives of the service users in air navigation (consultation process with the representatives of the service users). In this regard, the Company submits a proposal for the cost basis for the following year (together with all other entities in the common charging zone), which is considered and finally approved at the November session of the EUROCONTROL Enlarged Committee for Route Charges. At the proposal of the EUROCONTROL Enlarged Committee and the Provisional Council, the decision on determining the level of the unit rates for all member countries is made by the EUROCONTROL Enlarged Commission.

For the use of air navigation services in the field of terminal air traffic control (for air traffic control services provided for aircraft that take off or land at airports in Serbia and Montenegro), aircraft users also pay a terminal charge. The calculation and invoicing of terminal charges as of September 2019 is carried out in accordance with the Decision of the Government of the Republic of Serbia, 05 number: 343-7454/2019-1 of July 25, 2019 and based on the amendment of the document "Rulebook on criteria for calculation and determination of the level of charges for the provision of services in air navigation" ("Official Gazette of the Republic of Serbia", No. 55/19 of August 2, 2019), i.e. in accordance with the Decision of the Government of Montenegro on the method of calculating terminal charges for the use of services in air navigation ("Official Gazette of Montenegro", number 53/19 of September 16, 2019).

SMATSA continued to invest in new technologies, systems, equipment and infrastructure in 2024, with the aim of maintaining safety, expediency, efficiency, and increasing capacity, productivity and continuous compliance with regulatory requirements, in response to the demands of increased traffic volume.

8.1 Policies applied within SMATSA

With regard to the Law on Accounting ("Official Gazette of the RS", no. 73/19 and 44/21 – another law) and the Introduction of Non-Financial Reporting, and based on Article 37, paragraph 3, sections 2 and 3, below it is shown how SMATSA operates and what policies it applies.

8.1.1 Established policies within SMATSA

SMATSA operates as a provider of ATM/ANS services and functions, as a training organisation for air navigation service provider personnel, as a provider of flight inspection services for devices and systems, and as a continuing airworthiness management organisation. As such, it has established and maintains a management system that encompasses Safety Management (SMS), Quality Management (QMS), Compliance Monitoring (CM), Security Management (SeMS), Occupational Health and Safety Management (OHS), Environmental Management (EMS), and Risk Management (RMS).

The Management System Policy outlines the overarching philosophy and principles regarding safety, a culture of trust, quality, security, occupational health and safety, environmental protection, and risk management.

The main goal of SMATSA, which derives from the document Management System Policy (MS.POL.001), is to maintain the current level of air traffic safety, i.e. to reduce its impact in an event, serious incident or accident to the smallest possible extent in the area of responsibility of SMATSA, to a practically acceptable level (As Low As Reasonably Practicable).

Based on the collected and available data on events, it may be concluded that SMATSA operated in 2024 within the defined/acceptable level of security.

In 2024, the Rulebook HUM.PRA.015 – Code of Ethics and Rules of Conduct for Employees was adopted. This Code establishes the ethical principles and rules of conduct for employees and other individuals engaged by SMATSA, with the aim of preserving and promoting their dignity and the reputation of the profession, as well as maintaining and enhancing the business reputation and integrity of SMATSA.

Pursuant to the Law on the Prevention of Corruption and the Guidelines for the Development and Implementation of the Integrity Plan, SMATSA adopted a Decision on the Appointment of a Person responsible for coordinating the development, implementation, and reporting on the implementation of the Integrity Plan. A Working Group for the development of the Integrity Plan in the third cycle was also formed, and based on their proposal, the Integrity Plan of SMATSA was adopted, which was received and accepted by the Agency for the Prevention of Corruption. Also, pursuant to the Law on the Prevention of Corruption and the Guidelines for the Development and Implementation of the Integrity Plan, SMATSA made a Decision to adopt the Report on the Implementation of the Integrity Plan, which was sent to the Agency for Prevention of Corruption.

8.1.2 Human resources

Human Resources Management (HRM) represents a comprehensive and coherent approach in the process of recruiting and selecting candidates for work engagement, as well as in the process of developing employees in the company. It is a logical and organized, clear and understandable sequence of activities based on business policy, business strategy, needs and development of the company.

Taking into account that employees are the basic resource for the implementation of business activities in the company, SMATSA established a human resources management system in accordance with its development policy and strategy and based on defined Business Plan.

The main goal of establishing a human resources management system is to ensure the optimal number of incumbents with adequate knowledge, skills, and abilities to perform their duties and tasks in a safe, efficient, consistent, and sustainable manner.

The commitment of SMATSA is reflected in the application of the latest approved methods in the processes of human resource management functions, which result from the systematic planning of the recruitment process of human resources, the systematization of duties and tasks, as well as protection and safety at work.

The document, which more closely defines the rights, obligations and responsibilities of the employer in the segment of occupational safety and health, in SMATSA refers to the Rulebook on Occupational Safety and Health. The methodologies used for risk management in the workplace include the identification of hazards and harms, analysis of their occurrence and assessment of the resulting consequences, risk assessment, with the proposal of measures to eliminate or reduce the level of risk and monitoring the effect of the measures taken.

Identification of hazards and risk assessment at the workplace is carried out for all workplaces by observing, talking to employees and determining the actual situation at the workplace. Identified hazards, risk assessment and measures for safe and healthy work at the workplace are defined by the Act on Risk Assessment at Workplaces.

When it comes to the training of aviation personnel, SMATSA signed an Agreement with the Aviation Academy on a dual model of education and business-technical cooperation. Enrolment of new ATC classes for Initial Training to obtain an ATC student permit/ ATC permit and corresponding authorizations of students enrolled for the needs of SMATSA is carried out in the study program (program of basic applied studies – air traffic control) according to the dual model of education at the College of Applied Studies

Aviation Academy. The appropriate airport instrument air traffic control rating for the tower (ADI/TWR) is obtained in accordance with the certificate of the ANS Personnel Training Centre i.e. according to its approved and certified initial training programs and plans. In this sense, meetings and bilateral cooperation with the Aviation Academy are held continuously, on various issues related to teaching modules.

In accordance with the established practice and the signed Agreement on Business and Technical Cooperation with the Faculty of Transport and Traffic Engineering of the University of Belgrade, students of the final years (III and IV) from the Department of Air Traffic and Transport of the Faculty of Transport and Traffic Engineering of the University of Belgrade or from the Aviation academy (III and IV years of High School) come to the ANS Staff Training Centre based on their request with the approval of the CEO of SMATSA. Based on the Protocol on Cooperation concluded between the Ministry of Construction, Transport and Infrastructure and the University of Belgrade, as well as the Business-Technical Cooperation Agreement concluded with the Faculty of Transport and Traffic Engineering of the University of Belgrade, professional internships were organised and conducted in the organisational units of SMATSA in 2024.

In accordance with the findings from the inspections of the ACC and TWR units, a new version of the training document for employees performing support functions in service provision was adopted in 2024. This document defines the obligation of organisational units to develop, adopt, and update employee training plans, as well as the responsibilities of unit managers in the processes of defining, planning, and conducting training for employees in the organisational units they manage.

This version of the document establishes a list of organisational units in which service support tasks and duties are carried out, the obligation of those units to develop, adopt, and update employee training plans, as well as the responsibilities of unit managers in the processes of defining, planning, and conducting training for employees within the units they manage. A list of training programmes for individual organisational units has also been defined, in accordance with the procedure for monitoring employee training and professional development.

Teaching at the Staff Training Centre is based on plans and programs and teaching materials approved by the Civil Aviation Directorate of the Republic of Serbia. As part of basic training, the Centre uses EUROCONTROL materials, which it pays for on the basis of a signed three-year contract.

Regarding employee benefits and allowances during 2024, an Agreement on the Extension of the Collective Agreement's validity period was signed (on 21 June 2024), along with two annexes to the Collective Agreement (Annex IV dated 3 July 2024 and Annex V dated 20 September 2024). All provisions of the Collective Agreement and related annexes were implemented.

With regard to the health protection of employees, SMATSA, within its competences, carries out activities related to the organization and records of medical examinations of air traffic controllers and pilots and activities to monitor the abuse of psychoactive substances (PAS), in accordance with the provisions of the Air Traffic Act and the associated by-laws.

The tasks of organization and implementation of employee health promotion (general regular examinations, specialist examinations and the like) in SMATSA are carried out within the scope of additional private health insurance.

The employee structure within SMATSA has not changed significantly compared to previous years.

The following table shows the employee structure at the end of 2024 according to the qualification structure and licenses/credentials of personnel for the provision of air navigation services.

Table 14. Employee qualification structure

QUALIFICATION STRUCTURE	NUMBER OF EMPLOYEES
VIII	**5**
VII total	**360**
VII + AIR TRAFFIC CONTROL SCHOOL	90
VII + licence (VTO) of aviation-technical staff	77
VII + licence (VMO) aviation meteorological staff	41
VII	152
VI total	**53**
VI + AIR TRAFFIC CONTROL SCHOOL	27
VI + licence (VTO) of aviation-technical staff	11
VI + licence (VMO) aviation-meteorological staff	2
VI	13
V	3
IV total	**488**
IV + AIR TRAFFIC CONTROL SCHOOL	371
IV + licence (VTO) of aviation-technical staff	66
IV + licence (VMO) aviation-meteorological staff	43
IV	8
III	**3**
I	**1**
Total	**913**

The following figure shows the employee structure at the end of 2024 as per the number of employees by sector.

Table 15. Structure of employees by sector

SECTORS	NUMBER OF EMPLOYEES
Air Traffic Management – ATM aeronautical meteorological services and aviation information - AMI	81
Sector for Area Control Centre Belgrade – ACC Belgrade-ACC	179
Sector for terminal and airport air traffic control – TER	356
Sector for aviation technology – CNS	120
Sector for management systems – SMS	25
Sector for Information and Communication Technologies – ICT	14
Aviation personnel training sector – TRE	26
Calibration service – CAL	11
Sector for investment affairs – INV	19
Sector for economic and financial affairs – FIN	30
Internal audit – IRV	1
Sector for human resources, legal and general affairs – HUM	39
Centre for Strategic Development and International Cooperation – STM	3
Executive Office – EO	9
Total:	**913**

The following figure shows the employee structure at the end of 2024 as per the number of employees by gender.

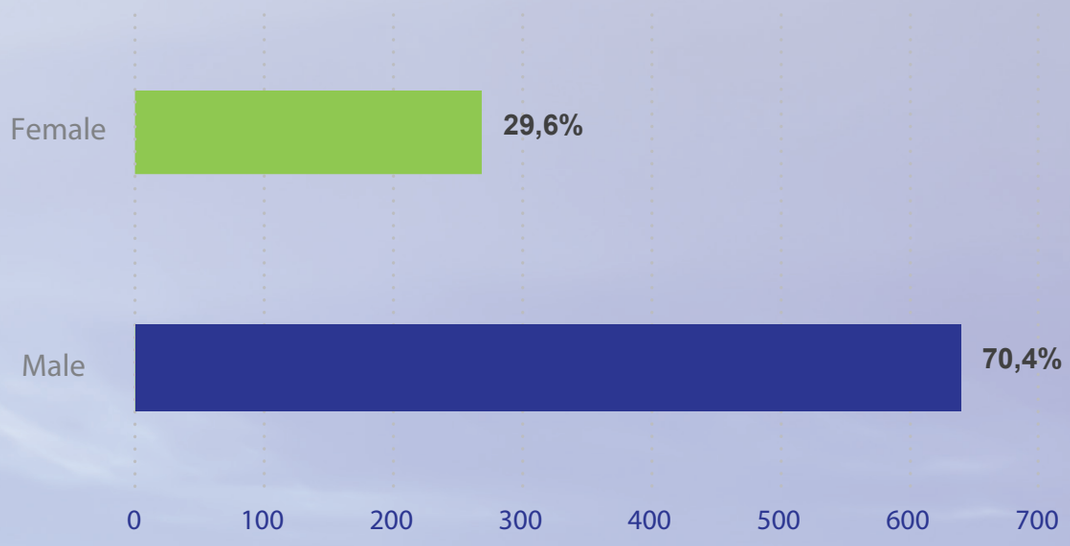


Figure 17.
Structure of employees by gender

The following figure shows the employee structure at the end of 2024 as per age structure.

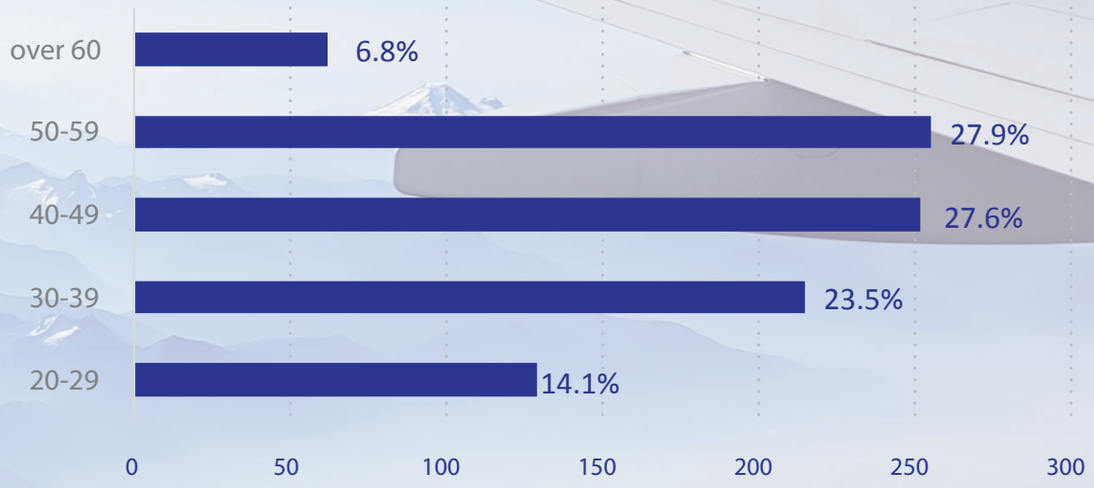


Figure 18.
Age structure of employees

8.1.3 Risk management

Risk management in SMATSA is carried out on several levels and is detailed in the procedure RMS.PROC.001 – Risk management of business processes.

Taking into account the specificity of business processes, as well as the diversity of conditions under which these processes are carried out, risk assessment of business processes at SMATSA is conducted individually within all organizational units and is performed continuously.

Within the Safety Management System (SMS), safety risks are addressed, meaning hazards that could compromise aircraft safety or lead to incidents caused by ATM are identified. In managing changes that may affect the level of safety risk, potential hazards are identified, and measures are taken to manage them. The Security Management System (SeMS) in aviation addresses risks that may affect facilities, resources, personnel, or IT systems in terms of compromise, damage, or destruction. As part of occupational health and safety management, risk assessment is carried out with regard to the working environment, addressing hazards arising from the workplace that may potentially impact employees' health, cause illness, or result in injury.

As part of the Environment Management System (EMS), risks are addressed from the standpoint of harmful environmental impact, that is, the impact of all SMATSA activities on the environment is analysed.

As part of Compliance Monitoring for the air traffic controller training process, organisational risks are managed—namely, hazards that may lead to non-compliance with applicable regulatory requirements or to the loss of SMATSA's certification as an air traffic controller training organisation.

At SMATSA, a business risk management system has been established as one of the components of the management system, in accordance with an internationally recognised and scientifically grounded methodology and standard. It is an important strategic tool that supports decision-making aimed at achieving established business objectives and ensuring the long-term sustainability of the organisation in all business aspects. It is based on the analysis of the environment and the business context of the organisation, as well as the analysis of established business objectives, in order to identify hazards and assess risks. As a result of the process, a risk register has been developed and is maintained, mitigation measures have been defined, monitoring, communication, and reporting are carried out, as well as continuous monitoring and revision of the entire process. Business risks include potential threats that could jeopardise SMATSA's operations, and risk scenarios have been addressed in the following areas: strategic planning, operational activities – service provision, technological development, financial operations, information and communication technologies, and human resources.

Within the strategic planning process, SMATSA defines its strategic business objectives through its strategic documents. Through the SMATSA Business Strategy, strategic priorities are established, during which hazards that could threaten their achievement are also identified. Strategic priorities are further elaborated through the five-year Strategic Business Plan by defining business objectives (BO) and business projects (BP). At this level, business risks identified at the level of business objectives are assessed, specifically the risks associated with priority investment projects.

As part of the process of managing investment projects, the identification of risks is carried out, i.e. the assessment of risks that during the planning and implementation of capital investments (investment projects or investments of an capital nature), may call into question their realization (exceeding deadlines, lack/unavailability of people as key agents for all activities, complexity of the project documentation collection process, project financing, impact on other projects, etc.

In general, the risk management process consists of the following steps:

1. risk identification,
2. risk assessment,
3. risk treatment (response to risk),
4. risk monitoring and reporting.

When identifying risks, various areas are considered as potential sources of risk, including: the financial system, planning and processes, external factors, legal or political environment, technical and technological framework, human resources, infrastructure, information and communication technologies, and others.

After risks are identified, they are assessed in order to categorise them, determine priorities, and define treatment measures. The risk assessment itself is conducted by evaluating the impact and likelihood of occurrence, while their categorization is performed by cross-referencing impact and likelihood.

Risk treatment involves determining measures to manage the most significant risks, that is, defining actions that need to be taken to limit the risk to an acceptable level or to reduce its impact or likelihood of occurrence.

Continuous monitoring of all identified risks is carried out, including tracking the implementation of risk mitigation measures. All activities related to risk management are documented, with regular reporting and review conducted at the Management Systems Committee level. During 2024, as part

of the project for Enhancing Cyber Security of the TopSky-ATC system, activities were carried out in the field of Cybersecurity Governance, specifically risk assessments concerning information security for the ATM system. In cooperation with Thales Cyber Solutions, workshops were conducted to identify hazard and threat scenarios (fear events) to information security. Cyber risks were analysed, penetration tests were carried out, as well as audits of the ATM and ICT networks, all in support of the Cybersecurity monitoring function. The risk analysis is based on the ISO 27005 methodology, which is also compliant with the Part-IS regulation (EU) 2023/203.

8.1.4 Environmental protection

The environmental protection policy at SMATSA is based on the requirements of the SRPS ISO 14001:2015 standard, with compliance confirmed through an externally certified Environmental Management System (EMS).

The EMS system encompasses the business context of SMATSA within the scope and application area, taking into account the requirements of interested parties.

The Environmental Policy is integrated into the Management System Policy MS.POL.001, while environmental management procedures are described within the Environmental Protection Manual EMS.MAN.001 and elaborated in detail through procedures EMS.PROC.001 to EMS. PROC.005.

The Environmental Management System is in the process of aligning with the climate change requirements, which are an integral part of the new amendment to the ISO SRPS 14001:2015 standard, updated in April 2024.

Within its core and additional activities, SMATSA is expanding its business context to include activities that contribute to reducing greenhouse gas emissions, thereby actively participating in mitigating climate change.

Encouraged by the continuous improvement of business processes, we also enhance the Environmental Management System (EMS) by setting objectives and evaluating performance in environmental protection.

With a proactive approach and cooperation with stakeholders, we are committed to:

- the efficient use of resources and the reduction of greenhouse gas emissions;
- collaboration with stakeholders through participation in noise reduction activities for Belgrade Airport;
- sustainable management of used resources and monitoring of the product life cycle;
- the conduct of business processes and implementation of projects aligned with European regulations, national legal requirements of the founding states of SMATSA, and other environmental protection requirements;
- control of all aspects that may have an impact on climate change, air, water, and soil quality, and the preservation of natural characteristics;
- raising awareness and educating employees and externally engaged business associates about acting in accordance with SMATSA's business policy in the field of environmental protection.

The management of SMATSA is committed to improving environmental conditions and sustainable business practices, enhancing communication with stakeholders, as well as supporting corporate social responsibility (CSR) initiatives.

09 Marks and Abbreviations

AA	College of Applied Studies Aviation Academy
ACC	Area Control Center
ACS	Area Control Surveillance
ADC	Aerodrome Air Traffic Control
ADI	Aerodrome Control Instrument
AD WRNG	Aerodrome Warning
AFIS	Aerodrome Flight Information Services
AFTN	Aeronautical Fixed Telecommunication Network
AIM	Aeronautical Information Management
AIP	Aeronautical Information Publication
AIR	Air Control
AIRAC	Aeronautical Information Regulation and Control
AIRMET	AIRman's METeorological Information
AIS	Aeronautical Information Services
AIXM	Aeronautical Information Exchange Model
AMHS	Aeronautical Message Handling System
ANS	Air Navigation Services
ANSP	Air Navigation Services Provider
ANT	Nikola Tesla Airport
APCH	Approach
APP	Approach Control
APV	Approach procedure with vertical guidance
ARO	Air Traffic Services Reporting Office
ARS	Special air-report
ARTAS	ATM Surveillance Tracker And Server
ASD	Air Situation Display
ASM	Air Space Management
ASMT	Automatic safety monitoring tool
ATCEUC	Air Traffic Controllers European Union Coordination
ATC	Air Traffic Control

ATFM	Air Traffic Flow Management
ATM	Air Traffic Management
ATCO	Air Traffic Controller
ATO	Approval Training Organization
ATS	Air Traffic Services
ATSEP	Air Traffic Safety Electronics Personnel
AVAC	Aviation Advisory Committee
A4E	Airlines for Europe
BA	Belgrade Airport
BANM	Balkan Aviation Normalization Meeting
BHANSA	Bosnia and Herzegovina Air Navigation Services Agency
BHATM	Bosnia and Herzegovina Air Traffic Management Project
BSO	Basic Strategic Objective
CAA	Montenegro Civil Aviation Agency
C-ACC	Contingency Air Traffic Control Center
CAD	Civil Aviation Directorate of the Republic of Serbia
CADAS	Comsoft Aeronautical Data Access System
CAL	Calibration
CAMO	Continuing Airworthiness Manager
CAT	Category
CCTV	Closed Circuit Television
CDO	Continuous descent operations
CIFS	Common Internet FIle System
CIMACT	Civil Military ATM Co-ordination Tool
CIP	Central Integration Process
CM	Context Management
CNS	Communication, Navigation and Surveillance
CNS	Aviation Technical Staff
COOPANS	An international partnership between the air navigation service providers of Austria, Croatia, Denmark, Ireland and Sweden
CPDLC	Controller Pilot Data Link Communications
DC	Direct Current
DCT	Direct (in relation to flight plan clearances and type of approach)

DEA	Direct Electronic Access
DME	Distance Measuring Equipment
DPS	Data Processing System
DVOR	Doppler VOR
EAD	European AIS Database
eAIP	electronic AIP
EASA	European Aviation Safety Agency
EBITDA	Earnings before interest, taxes, depreciation and amortization
EBRD	European Bank for Reconstruction and Development
EDS	European Directory Service
EE	Electric power
EGAFOR	Electronic General Aviation Forecast
EGNOS	European Geostationary Navigation Overlay Service
EIB	European Investment Bank
EMS	Environmental Management System
ENV	Environment
EP	Electric power
ERP	Enterprise Resource Planning
ESARR	Eurocontrol Safety Regulatory Requirements
EU	European Union
EUR	Euro
EUROCON-TROL	European Agency for the Safety of Air Navigation
ESAC	Environmental and Social Advisory Council
ESSP	European Satellite Service Provider
EVAIR	EUROCONTROL voluntary ATM incident reporting
EWA	EGNOS Working Agreement
FAMUS	Future ATM Modernization and Upgrade System
FIR	Flight Information Region
FL	Flight level
FRA	Free Route Airspace
FPD	Flight Procedure Design
FSTD	Flight Simulation Training Device
GMC	Ground Movement Control

GRNS	Ground-based Radio Navigation Systems
HUM	Human Resources
IATA	The International Air Transport Association
IBL	Application software for meteorological workstations with hardware from IBL manufacturer
ICAO	International Civil Aviation Organization
ICT	Information-communication technology
IFR	Instrument flight rules
IFRS	International Financial Reporting Standard
ILS	Instrument Landing System
INEA	Innovation and Networks Executive Agency
INO	International NOTAM Operations
IP	Internet Protocol
ISO	International Organization for Standardization
KZA VP	Air Control, Protection and Allocation Department
LARA	Local and sub-Regional Airspace Management Support System
LDAP	Directory Access Protocol
LNAV	Lateral Navigation
LSSIP	Local Single Sky Implementation
LYBE	Belgrade Airport
LYKV	Kraljevo Airport
LYNI	Niš Airport
LYPG	Podgorica Airport
LYTV	Tivat Airport
LYUZ	Užice Airport (Ponikve)
LYVR	Vršac Airport
MCC	Multi Crew Coordination
MCTI	Ministry of Construction, Transport and Infrastructure
MESSIR	Application software for meteorological workstations with hardware from CO-ROBOR manufacturer
MET	Aeronautical Meteorological Services
MET	Aviation Meteorological Staff
MIL AIP	Military Aeronautical Information Publication
MO	Maintenance Organization
MOCTI	Ministry of Construction, Transportation and Infrastructure

MTBO	Mean Time Between Outages
MTOW	Maximum take of weight
NATO	North Atlantic Treaty Organization
NDB	NonDirectional radio Beacon
NM	Network Manager
NMOC	Network Manager Operations Centre
NOTAM	A notice distributed by means of telecommunication containing information concerning the establishment, condition or change in any aeronautical facility, service, procedure or hazard, the timely knowledge of which is essential to personnel concerned with flight operations
NOx	Nitrogen oxides
OJTI	On the job Training Instructor
OPMET	Intra- and interregional operational meteorological (OPMET) data exchange
OU	Organizational Unit
PAMS	Publish AIP Management System
PANS-OPS	Procedures for Air Navigation Services – Aircraft OPerationS
PAR	Planning, Analysis and Reporting Department
PBN	Performance-based navigation
PPL	Private Pilot License
PreOJT	Pre-On the Job Training
PSR	Primary Surveillance Radar
PVL	Professional military personnel
QMS	Quality Management System
RAT	Risk Analysis Tool
RNP	Required navigation performance
RNPAPCH	Required navigation performance Approach
RP	Reference Period
RS	Radar station
RS AF&AC	Air Force and anti-aircraft defense of the Serbian Army
RW	Runway
SAF	Serbian Armed Forces
SARP(S)	Standards and recommended practices ICAO
SAT	Site Acceptance Test
SAWAS	Serbian Airports Weather Acquisition System (Software package for acquisition, monitoring, generation, and distribution of aviation meteorological reports)

SDD	Static and Dynamic Data
SDO	Static Data Operations (within European AIS Database – EAD)
SEAFRA	South East Axis Free Route Airspace
SECSI FRA	South East Common Sky Initiative Free Route Airspace
SES	Single European Sky
SESAR	Single European Sky ATM Research
SID	Standard Instrument Departure
SIGMET	Significant Meteorological Information
SMATSA	Serbia and Montenegro Air Traffic Services SMATSA llc
SMS	Safety Management System
SNOWTAM	A special series NOTAM given in a standard format providing a surface condition report notifying the presence or cessation of hazardous conditions due to snow, ice, slush, frost, standing water or water associated with snow, slush, ice or frost on the movement area
SOx	Sulfur Oxides
SSR	Secondary Surveillance Radar
STAR	Standard Instrument Arrival
STO	Strategic Objective
SUSAN	SMATSA Upgrade of System for Air Navigation
TAF	Aerodrome forecast
TAR	Terminal Area Radar
TC	Telecommunications
TCC	Telecommunications center
TEA	Test of English for Aviation
TER	Sector for terminal and aerodrome air traffic control
TMA	Terminal Area
TRE	Aviation Staff Training Sector
TTI	Theoretical training instructors
TWR	Tower
UHF	Ultra High Frequency
UPS	Uninterruptible power supply
VCS	Voice Communication System
VDF	Variable frequency drive
VHF	Very High Frequency
VOR	Very High Frequency Omni-directional Range
VNAV	Vertical Navigation

10 Table and Figure Index

10.1 Table index

10.2 Figure index

11 Appendices

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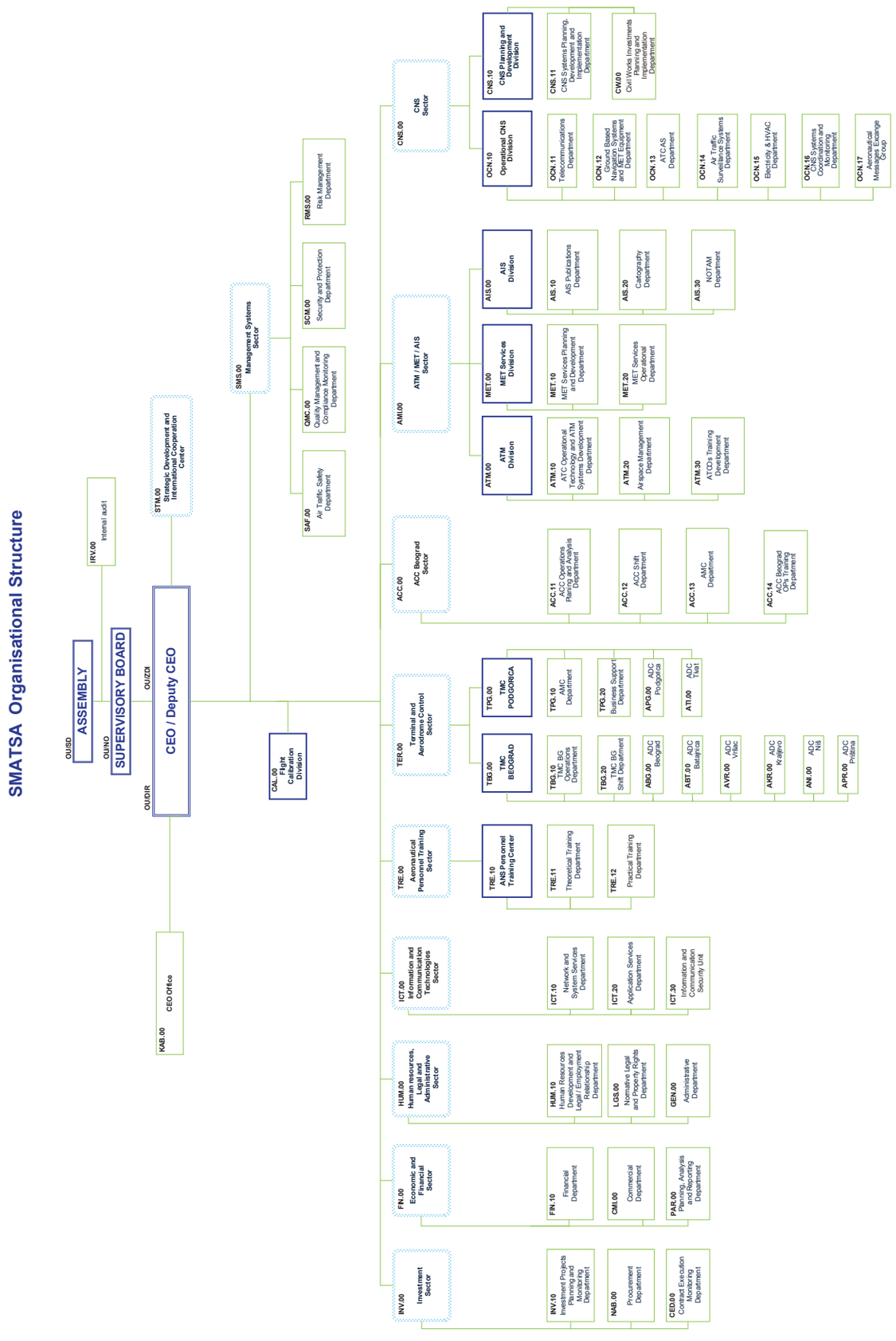
11.1 Appendix 1 – Organisational Structure of SMATSA



11.2 Appendix 2 – Decision of the EUROCONTROL Extended Commission No. 23/176 dated 28 November 2023

EUROPEAN ORGANISATION FOR THE SAFETY OF AIR NAVIGATION

EUROCONTROL

- Decisions of the enlarged Commission -

DECISION N°23/176

relating to the determination of the unit rates for the period of application commencing 1 January 2024

THE ENLARGED COMMISSION,

Having regard to the EUROCONTROL International Convention relating to Co-operation for the Safety of Air Navigation amended at Brussels on 12 February 1981 and in particular Article 5.2 thereof;

Having regard to the Multilateral Agreement relating to Route Charges dated 12 February 1981, and in particular Articles 3.2(e) and 6.1(a) thereof;

On the proposal of the enlarged Committee and the Provisional Council,

HEREBY TAKES THE FOLLOWING DECISION:

Sole Article

The unit rates annexed to the present decision are approved and shall enter into force on 1 January 2024.

Done at Brussels on 28 November 2023,

Levan Karanadze
President of the Commission

Unit rates applicable from 1 January 2024

ZONE	Global unit rate euro	Exchange rate applied 1 euro =	
Belgium / Luxembourg *	112,19	-/-	
Germany *	80,25	-/-	
France *	70,99	-/-	
United Kingdom	87,40	0,861581	GBP
Netherlands *	95,26	-/-	
Ireland *	28,89	-/-	
Switzerland	119,54	0,959500	CHF
Portugal Lisboa *	44,26	-/-	
Austria *	65,94	-/-	
Spain Continental *	62,73	-/-	
Spain Canary *	50,38	-/-	
Portugal Santa Maria *	8,49	-/-	
Greece *	29,38	-/-	
Türkiye **	32,04	-/-	
Malta *	27,98	-/-	
Italy *	68,88	-/-	
Cyprus *	34,93	-/-	
Hungary	28,30	386,286	HUF
Norway	47,35	11,4432	NOK
Denmark	67,56	7,45448	DKK
Slovenia *	67,15	-/-	
Romania	45,06	4,96400	RON
Czech Republic	66,15	24,3528	CZK
Sweden	74,66	11,8272	SEK
Slovak Republic *	59,58	-/-	
Croatia *	36,21	-/-	
Bulgaria	30,85	1,95514	BGN
North Macedonia	47,51	61,2257	MKD
Moldova	227,66	19,1162	MDL
Finland *	57,24	-/-	
Albania	48,97	106,332	ALL
Bosnia and Herzegovina	26,33	1,95505	BAM
Serbia / Montenegro / KFOR	37,11	117,099	RSD
Lithuania *	63,17	-/-	
Poland	54,49	4,59894	PLN
Armenia	47,55	411,704	AMD
Latvia *	44,53	-/-	
Georgia	23,81	2,79556	GEL
Estonia *	50,64	-/-	
Ukraine	47,90	39,3572	UAH
Ukraine South	18,84	39,3572	UAH

*: *State participating in the EMU.*
**: *State establishing its cost base in euro.*

23-176 EN

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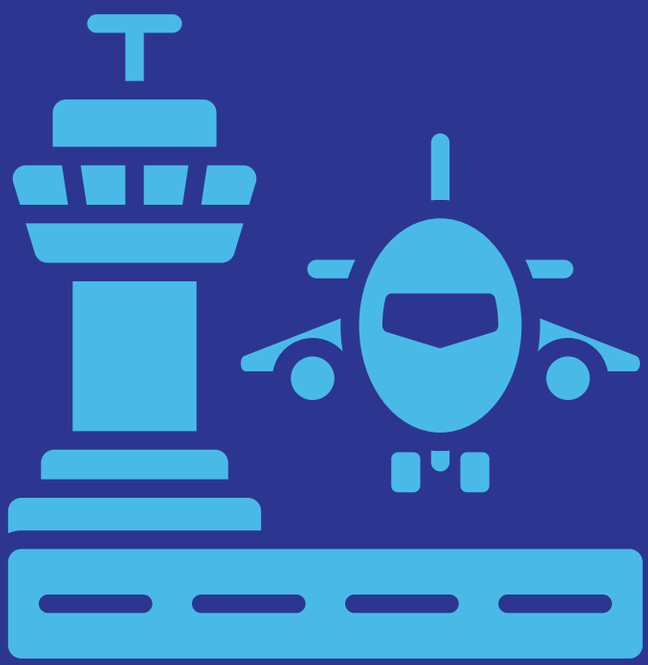
Igor Salinger



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