Centrale Bank van Aruba

Operational Report 2025

Contents

President Statement

Moderate expansions after years of consecutive growth

In 2025, Aruba experienced positive economic growth, albeit at a more moderate pace compared to previous years. Tourism and consumption were the primary drivers of the economic expansion, while investment activity showed signs of cooling, inflation pressures eased, and foreign exchange reserves remained adequate.

In line with the global economy, which began showing signs of a moderate slowdown in 2025, Aruba's economy continued to grow, with real Gross Domestic Product (GDP) estimated at 3.4 percent. This growth was fueled by a rise in real investments (+ 11.8 percent), mainly driven by hotel construction and renovation. In addition, higher real consumption (+ 2.9 percent), reflecting increased employment and real average wages, contributed to the economic uptick. Finally, growth in real exports (+ 1.6 percent), supported by tourism demand, also contributed to GDP growth.

Strengthened economic and financial performance

In 2025, tourism remained the primary driver of economic activity. Although tourist arrivals remained robust, growth rates slowed. At the same time, government finances showed steady improvement, spurred by higher tax revenues, mainly resulting from tourism-related activities and consumption. Official- and international reserves remained more than adequate, supported by strong tourism exports, thereby supporting the fixed exchange rate of the Aruban florin with the U.S. dollar.

In addition, the Centrale Bank van Aruba's (CBA) balance sheet continued to strengthen compared to the previous year, with total assets rising by 17.7 percent to Afl. 4,108.1 million. This was reflected by higher foreign currency assets, a substantial rise in the valuation of gold holdings due to increased market prices, and larger deposits by residents. The CBA's capital and reserves rose by 36.6 percent in 2025, reflecting higher undistributed earnings from 2024.

In line with the domestic economy, the CBA also showed a positive performance. In 2025, the CBA achieved a net financial result of Afl. 110.9 million, thus surpassing the result in 2024 (Afl. 70.4 million). This outcome was mainly driven by a 55.6 percent increase in net interest revenues to Afl. 125.8 million. The latter was from the investment achieved through the restructuring of the short- and mid-term investment portfolios and the interest income earned.

Continued positive operational performance

In 2025, the CBA continued to manage its costs effectively, with personnel expenses remaining the largest category, consistent with 2024. Additionally, the CBA made significant progress in executing strategic projects, such as expanding its building through the construction of a Facility Building, further strengthening cybersecurity and the hardening of information technology hardware, developing a cloud strategy, and optimizing several processes.

In addition, the CBA continued investing in employee development, providing ample reskilling and upskilling opportunities. Moreover, the CBA further strengthened employee and stakeholder engagement through various information sessions, meetings, conferences, and events. As in previous years, the CBA gave back to the Aruban community through participation in various social activities and donations. The CBA further contributed through knowledge sharing, research, publications, and by participating in multiple (international) stakeholder platforms.

Resilient domestic economy

In recent years, Aruba's economy has continued to grow despite challenges such as rising inflation, a tight labor market, and the U.S. trade conflict. For 2026, the CBA expects the Aruban economy to continue performing positively, although at a more moderate pace.

The U.S. trade conflict in 2025 did not trigger a recession in the U.S. or lead to extreme price hikes. Consequently, the trade-related challenges did not significantly affect Aruba, with average inflation in 2025 amounting to 0.1 percent. Aruba once again demonstrated its resilience in the face of external challenges.

Outlook for 2026

Looking ahead, the CBA will continue to adapt, innovate, and serve the people of Aruba with integrity and excellence.

In 2026, the CBA foresees economic growth moderating to 1.9 percent, with real consumption (+ 2.2 percent) and real exports (+ 1.8 percent) continuing to contribute positively, while a forecasted contraction in investment activity (− 3.1 percent) dampens overall economic activity.

Furthermore, the Government of Aruba (GOA) should maintain confidence through credible, predictable, and sustainable policy actions that further support investment and promote productivity. Trade rules should be modernized to reflect the digital age and offer opportunities for stronger multilateral cooperation. Rebuilding fiscal buffers and safeguarding debt sustainability remain priorities.

Miriam Gonzalez,

Interim President Centrale Bank van Aruba

Board of Supervisory Directors Statement

In accordance with the Central Bank Ordinance (CBO) of Aruba the Board of Supervisory Directors (BoSD) supervises the actions of the Executive Committee (EC), provides advice to the EC, and oversees the management of the CBA's assets as well as the funds entrusted to it. Additionally, the BoSD is responsible for the approval of the annual budget of the CBA, financial accounts, and certain essential decisions on subjects listed in the CBO. Pursuant to Article 25 of the CBO, the BoSD meets with the EC at least once per quarter of the year. In line herewith, the BoSD held 9 meetings with the EC during 2025.

In 2025, the BoSD examined how CBA's policies relating to its core tasks and internal operations were carried out, emphasizing:

- IT and cyber security issues.
- Supervisory and legal matters.

In accordance with article 23 of the CBO, the BoSD consists of at least three and at most five members, including the Chairman/Government Commissioner.

In 2025, the BoSD consisted of:

- Mr. Andries J. Swaen (Master in Law), with an extensive career in the public and private sectors. He served as advisor to the GOA and had a long career as a lawyer.
- Mr. Gerard G. Oduber (Economist), a seasoned business leader with a strong background in corporate management, finance and board governance.
- Mr. Marcial R. Croes (Certified accountant), an expert in business economics, finance and administrative organization. He was a partner in one of the Big Four accounting firms. He has also served as advisor to the GOA.
- Mr. Ling Wong (Economist), has served in several Chief Executive Officer positions in the banking sector and also served as advisor to the GOA. He also held senior positions in the public sector.
- Ms. Madhu S. Jadnanansing (Certified accountant, RA), currently a professor at the University of Aruba and holds a Ph.D. in Management Science, a postgraduate degree in financial auditing, and a master's degree in business economics. She formerly worked at one of the Big Four accounting firms and held senior positions in the public sector of Aruba.

The average attendance rate at BoSD meetings was high. None of the members were regularly absent. In total, the BoSD met 19 times amongst themselves and 24 times with CBA and CBA-related parties.

The Chairman had 15 weekly consultations with the CBA's President about issues concerning the BoSD's work and developments concerning the CBA.

A key topic in 2025 was the development of a strategic plan for the 2026 – 2030 period. Furthermore, the main issue in 2025 was the retirement of the President, after a very long and admirable tenure, and the ensuing search for a new

President for the CBA. With an external consultant this search took all year long. In the meantime, the BoSD appointed an Interim President. The BoSD would like to make use of this opportunity to express their gratitude and appreciation to the outgoing President for her dedication to the CBA.

At its meetings, the BoSD addressed the most essential developments in CBA's areas of responsibility, derived from the periodic updates on current affairs with the EC members, as well as on the meetings with international entities.

During the year under review, the Audit Committee (AC) consisting of Mr. Marcial R. Croes (Chair) and Ms. Madhu Jadnanansing, held periodic meetings with the Manager of the Internal Audit (IA) department, accompanied by the other members of the BoSD.

During 2025, the AC conducted a thorough review of the 2025 financial statements, the external auditor's findings, and the audit plan 2026. Following its review, the AC recommended that the BoSD adopt the 2025 financial statements and grant discharge to the President, and the Executive Directors, for their management during the financial year. In addition, the AC engaged in extensive discussions with the EC regarding the 2026 budget and subsequently advised the BoSD to approve the budget with some minor amendments.

Furthermore, the AC discussed current affairs, relating to the facility building, as well as information security and the digital agenda, both having a priority status.

The CBA does not employ members of the BoSD, and they were not employees at any time, nor did they have any relationship with the CBA from which they could obtain personal gain. BoSD members receive a fixed monthly fee unrelated to the CBA's results in any given year.

The BoSD looks back on an eventful year in which the economy of Aruba continued to rebound strongly, and the continuing high inflation rate in the US posed challenges for the CBA's investment policy.

The BoSD notes that the CBA maintained its commitment to performing its core tasks and managing internal operations over the past year. The BoSD would like to congratulate the EC for a year filled with an exceptional positive result. The BoSD would like to thank the CBA's staff for its contribution to Aruba's prosperity and looks forward to its continued cooperation with the EC in 2026.

BoSD of the Centrale Bank van Aruba,

Andries Swaen, Chairman

Marcial Croes

Gerard Oduber

Ling Wong

Madhu Jadnanansing

Section 1

Guided by Our Core Responsibilities

1.1 CBA's Core Responsibilities

Principal tasks of the CBA

The CBA's principal tasks is to maintain the value of the Aruban florin, which is pegged to the U.S. Dollar (USD) at a rate of Afl. 1.79 to USD 1.00, and to promote the soundness and integrity of the financial system. Motivated and qualified employees carry out these responsibilities, with the goal of supporting the general benefit and well-being of the Aruban community.

1.1.1 Role and Mandate

The CBA began operations on January 1, 1986, when Aruba became an autonomous country within the Kingdom of the Netherlands. Prior to this period, Aruba was part of the Netherlands Antilles.

The CBA operates as an independent legal entity (sui generis) within Aruba's public sector. With its inception in 1986, the legislator introduced the Aruban florin and set its exchange rate to the USD at Afl. 1.79, which has remained unchanged since then.

Over the past four decades, the CBA has contributed to the financial stability and economic well-being of the Aruban community, through the execution of its five core responsibilities (See Figure 1 and Appendix 1 for a more extensive overview) derived from its legal mandate, as defined in the CBO, as well as of other relevant ordinances.

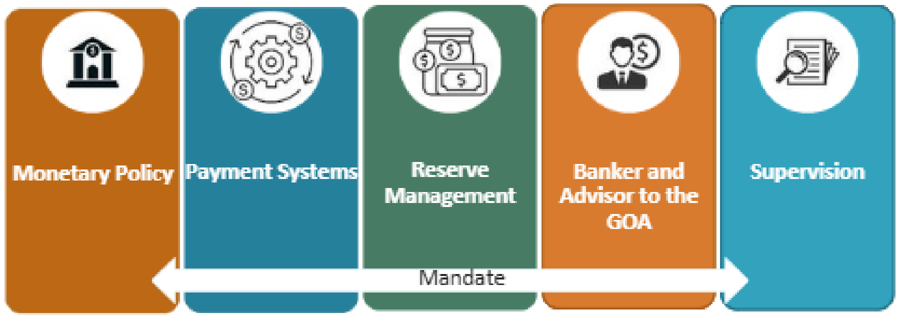
1.1.2 Operational Report 2025 reading guide

This Operational Report covers four of the CBA's core responsibilities, namely, monetary policy, reserve management, payment systems, and its role as banker and advisor to the GOA. In addition, this report also includes the CBA's strategic, governance, and risk management-related (policymaking) activities. The CBA addresses its fifth core responsibility, i.e., supervision, in the Financial Sector Supervision Report, published separately[1] on an annual basis. Through this role, the CBA supervises and regulates Aruba's financial sector and works to maintain confidence in the financial system by ensuring that the sectors and supervised institutions remain sound and operate with integrity.

[1] Financial Sector Supervision Report 2024

Specifically, this report outlines the CBA's financial position and relevant financial market developments, monetary policy, and economic developments, banking and payments services, payment systems, and the Aruban florin banknotes and coins. This report also expands on the CBA's organizational structure, key strategic activities and objectives, HR-related data, ways in which the CBA gives back to the community through outreach and research, governance, risk management, and compliance. A list of relevant abbreviations, figures, tables, and graphs can be found in the appendices.

Figure 1 – CBA's mandate

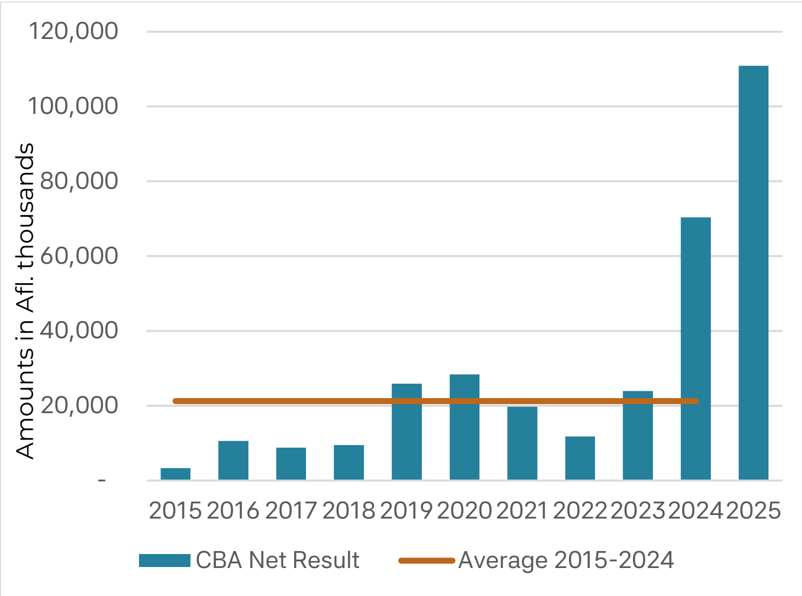


1.2 Financial Position

1.2.1 CBA reports strong net results

In 2025, the CBA's net result climbed up to Afl. 110.9 million, compared to Afl. 70.4 million in 2024. This marks the highest net result recorded since its inception in 1986. Graph 1 shows the development of the CBA's net result over the preceding 10 years compared to the 10-year average of Afl. 21.2 million for the period 2015-2024.

Graph 1 - CBA net result for the preceding 10 years vs. average



The expansion of the net result in 2025 compared to 2024 was primarily caused by an increase in net interest revenues (+ Afl. 44.9 million or +55.6 percent) (see Table 1). This increase was mainly driven by higher net income generated by the investment portfolio (+ Afl. 46.1 million) and increased interest earnings on the liquid portfolio (+ Afl. 6.5 million). The former was largely due to the income generated from the new mid-term investment portfolio, as well as the restructuring of the short-term investment portfolios in 2023 and 2024. The rise in the interest income earned on the CBA's investment portfolio also reflects the prevailing high interest rates in U.S. financial markets in 2025, following the aggressive monetary policy tightening by the Federal Open Market Committee (FOMC) to bring down the U.S. inflation during the previous years.

The CBA partially offset the increased investment portfolio income by a surge in interest expenses on time deposits placed by the commercial banks at the CBA.

Table 1 - Condensed profit and loss account (amounts in Afl. million)

	2025	**2024**	**Difference**
1. Net interest revenues	125.8	80.9	44.9
2. Other revenues	22.8	20.2	2.6
Total income	**148.6**	**101.1**	**47.5**

3. Amortization of stock of bank notes	-	0.5	-0.5
4. Personnel expenses	23.7	20.3	3.4
5. Operating expenses	10.6	6.9	3.7
6. Depreciation expenses	3.4	3.0	0.4
Total expenses	**37.8**	**30.7**	**7.1**
Net result	**110.9**	**70.4**	**40.5**

1.2.2 Increase in operating and personnel expenses

In 2025, personnel expenses remained the CBA's main cost driver and rose by Afl. 3.4 million (+ 16.9 percent) compared to 2024. The rise in personnel expenses was predominantly driven by an increase in employees from 112 in 2024 to 123 in 2025. Operating expenses also surged by Afl. 3.7 million (+ 54.2 percent). This growth mainly reflects higher consultancy expenses, seminars, corporate social responsibility (CSR) initiatives, licenses, and legal expenses. The increase in both the operating and personnel expenses aligns with the CBA's organizational growth.

1.2.3 Strengthened financial position of the CBA in 2025

At year-end 2025, the CBA's total assets rose by Afl. 617.8 million (+ 17.7 percent) compared to year-end 2024 (see Table 2). This increase mainly reflects a surge in gold reserves of Afl. 338.1 million (+ 65.0 percent), stemming from higher market prices of gold (USD 4,307.95 per troy ounce at year-end 2025, compared to USD 2,610.85 at year-end 2024), and an increase in foreign currency assets of Afl. 274.4 million (+ 9.3 percent).

The increase in foreign currency assets mainly resulted from a rise in Government and other papers of Afl. 139.4 million due to interest received, as well as the net change in the market value of the CBA's investment portfolio (revaluation account). Foreign currency assets also increased due to a rise in the balance sheet line item 'Due from banks and other financial institutions' of Afl. 132.5 million. This increase is mainly attributed to the foreign loan obtained by the GOA in December 2025.

The CBA's total liabilities and equity increased by Afl. 617.8 million (+ 17.7 percent) at year-end 2025, compared to year-end 2024 (see Table 2). This increase pertains mainly to:

- Higher banknotes in circulation (+ Afl. 70.2 million).
- An increase in deposits of residents (+ Afl. 192.8 million).
- A rise in the revaluation account (+ Afl. 380.8 million), mainly due to an increased market value of gold and securities revaluation.

- Growth in capital and reserves (+ Afl. 50.1 million), due to undistributed earnings pertaining to 2024.
- A drop in the deposits of non-residents of Afl. 125.2 million (- 87.6 percent), mainly due to the transfer of funds from the Afl. bank account of a foreign government at the CBA to a designated bank account abroad.

Table 2 - CBA Condensed balance sheet (in Afl. million)

	Year-end 2025	Year-end 2024	Difference
Assets			
1. Gold	858.2	520.1	338.1
2. Foreign currency assets	3,212.4	2,938.0	274.4
3. Other assets	37.5	32.2	5.3
Total assets	**4,108.1**	**3,490.3**	**617.8**
Liabilities and equity			
1. Bank notes in circulation	426.4	356.2	70.2
2. Deposits of residents	2,571.0	2,378.2	192.8
3. Deposits of non-residents	17.7	142.9	(125.2)
4. Money in custody	1.7	2.3	(0.7)
5. Payables and accrued expenses	20.3	11.2	9.1
6. Employee savings fund liability	1.2	0.9	0.3
7. Revaluation account	772.0	391.2	380.8
8. Capital and reserves	187.1	137.0	50.1
Net result for the year	110.9	70.4	40.5
Total liabilities and equity	***4,108.1***	***3,490.3***	***617.8***

Key figures year-end 2025

Net result Afl. 110.9 million
Total income Afl. 148.6 million
Total expenses Afl. 37.8 million
Total assets Afl. 4,108.1 million
Total capital and reserves Afl. 187.1 million

Outlook 2026

- For 2026, the CBA expects foreign exchange reserves and the net investment revenues to increase as a result of higher foreign exchange invested capital in 2026 compared to 2025. The expected rise in foreign exchange reserves is mainly driven by strong results expected from the tourism sector as well as refinancing of foreign loans by the GOA.
- It is expected that the U.S. inflation will remain above the Federal Reserve's target rate (2.0 percent), due to the ongoing uncertainties surrounding the U.S. trade policies and ongoing geopolitical tensions in the Middle-East, which is driving oil prices higher. Further intensification of these tensions and ensuing supply-side shocks could push the US Treasury benchmark yields higher.
- The CBA projects a rise in the CBA's total expenses in 2026 largely due to expected increase in the personnel and operating expenses in line with its strategic objectives.

1.3 Reserve Management

Key objectives

The CBA manages Aruba's foreign exchange reserves and gold holdings to support monetary and foreign exchange policy goals and to contribute to financial stability. It safeguards reserve adequacy, protects capital through a conservative investment strategy, and aims to enhance returns within a disciplined and low-risk framework. The CBA also manages international payments on behalf of the GOA and oversees the foreign exchange regulatory regime to ensure that cross-border financial flows remain orderly and consistent with policy requirements.

Accordingly, the CBA serves as Aruba's central foreign exchange bank and employs a range of monetary and foreign exchange instruments to manage the country's reserve position effectively. In addition, it regulates the international movement of funds in accordance with the CBO and the State Ordinance on Foreign Exchange Transactions (AB 1990 no. GT 6).

1.3.1 Preserving the foreign exchange reserves

In line with its role as Aruba's central foreign exchange bank, the CBA applies several policy instruments to regulate foreign asset holdings and support a stable external position:

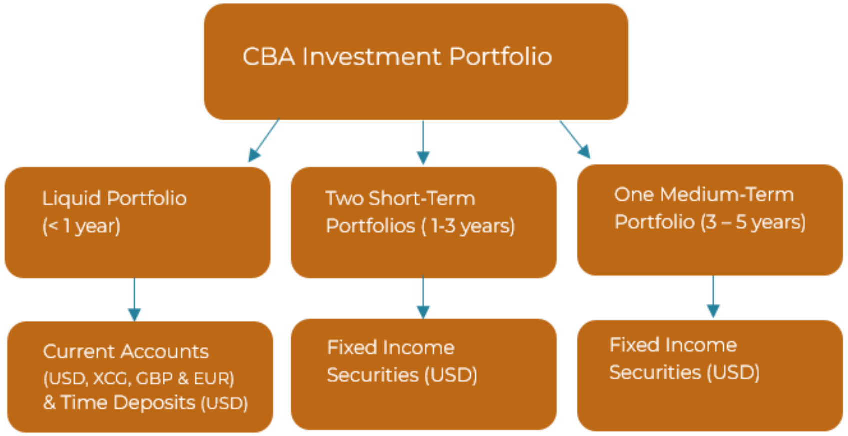
- The application of the 40-60 percent investment rule for institutional investors, which requires these institutions to keep at least 60 percent of their assets invested domestically, thereby limiting excessive foreign currency outflows and exposure.
- The issuance of foreign exchange licenses that authorize residents to conduct transactions such as lending to or borrowing from abroad, making portfolio investments in foreign assets, and transferring funds to foreign accounts.
- The B9 Regulation, which permits commercial banks to maintain a designated working capital balance of foreign exchange reserves to facilitate the settlement of their clients' daily cross-border payments.

Beyond these policy tools, the CBA actively monitors the banking sector's and the GOA's foreign currency liquidity needs to ensure that reserve levels adequately meet liquidity demands at all times.

1.3.2 The CBA's investment portfolio

The CBA's investment portfolio consists of four portfolios categorized by their duration position. Namely, one liquid portfolio managed internally, two short-term fixed income portfolios (with an average duration up to three years) managed by two external asset management companies, and one medium-term fixed income portfolio (with an average duration of three to five years) also managed by an external asset management company (see Figure 2).

Figure 2 – Overview of CBA's investment portfolio composition



The liquid portfolio consists of current accounts in various currencies (USD, XCG, GBP & EUR) and short-term time deposits denominated in USD.

The short-term and medium-term portfolios include fixed income securities with high credit quality, such as US government and US agency securities (including mortgage-backed securities), asset-backed securities, corporate bonds (limited to the financial services and industrial sectors), sovereign and supranational securities, and money market instruments.

The Investment Committee (IC) closely monitors developments in the investment portfolios and continuously evaluates their performance and risk profile. It reviews market conditions, analyzes how these developments affect the portfolios, and assesses whether the portfolios remain aligned with the CBA's investment guidelines. The IC also advises the President on overall investment policy and its implementation. Through this oversight, the IC helps ensure the preservation of the invested capital, adequate diversification, and stable returns, while keeping financial risks at an acceptable level.

1.3.3 Increased value of the CBA's gold holdings

The global demand for gold reached new heights in 2025 as market participants sought stability amid persistent high levels of inflation, geopolitical conflicts, and global economic uncertainties surrounding the introduction of new US tariff measures. As a result, gold prices increased to USD 4,307.95 per troy ounce at year-end 2025, compared to USD 2,610.85 at year-end 2024. In 2025, these developments led to a rise in the value of the CBA's gold holdings, increasing to Afl. 858.2 million at year-end 2025, compared to Afl. 520.1 million at year-end 2024.

1.3.4 Expansion of the general foreign exchange license provisions

In line with the CBA's role in regulating international flow of funds, the CBA requires capital transactions, and dividend- and profit remittance to be executed through CBA-issued special foreign exchange licenses and declarations. Furthermore, natural persons and legal entities (excluding commercial banks) may execute capital transactions without any administrative restrictions up to Afl. 600,000 and Afl. 1,500,000, respectively.

As of January 1, 2024, the CBA introduced a general foreign exchange license for capital transactions by natural persons, covering:

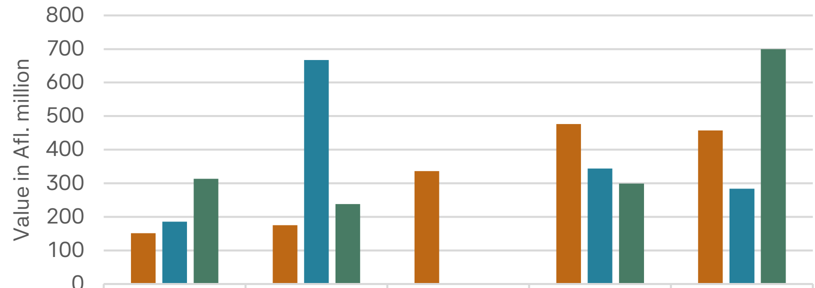
- All incoming transfers from their foreign bank accounts.
- All incoming transfers related to capital contribution.
- All purchases and sales of real estate.

The general foreign exchange license allows natural persons to effectuate these transactions without requesting a special foreign exchange license at the CBA.

Effective June 1, 2025, the CBA expanded the aforementioned general foreign exchange license provisions to include resident companies. From this date onward, resident companies are permitted to execute all incoming transfers from their foreign bank accounts and their foreign intercompany accounts under a general license. To make use of this general license, companies must, however, comply with the CBA's monthly reporting requirements. Otherwise, they must obtain a special foreign exchange license for each transaction.

In 2025, the CBA granted 639 foreign exchange licenses, compared to 806 in 2024. This drop in issued licenses mainly reflects the result of the aforementioned expansion of the general foreign exchange license provisions, which came into effect as of June 1, 2025. Nevertheless, the total value of all foreign exchange transactions increased to Afl. 1,550.1 million in 2025 from Afl. 1,479.8 million in 2024, mainly driven by the refinancing activities of external loans (see Graph 2).

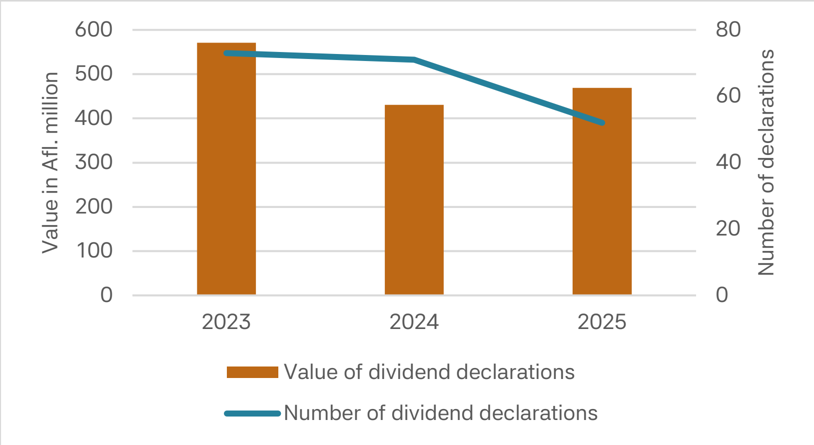
Graph 2 – Value of foreign exchange licenses issued



	Lending / Borrowing abroad	Portfolio investment abroad	Real estate	Notified foreign accounts	Other capital transactions
2023	151.8	175.0	336.5	476.8	457.1
2024	185.2	666.8	-	343.5	284.2
2025	313.5	238.1	-	298.7	699.8

Furthermore, the total number of declarations granted for dividend distribution- and profit payments decreased from 71 declarations in 2024 to 52 declarations in 2025 (see Graph 3). However, the (net) value of dividend distribution- and profit payments increased to Afl. 469.0 million in 2025, up from Afl. 430.5 million in 2024.

Graph 3 – Value and volume of dividend declarations issued

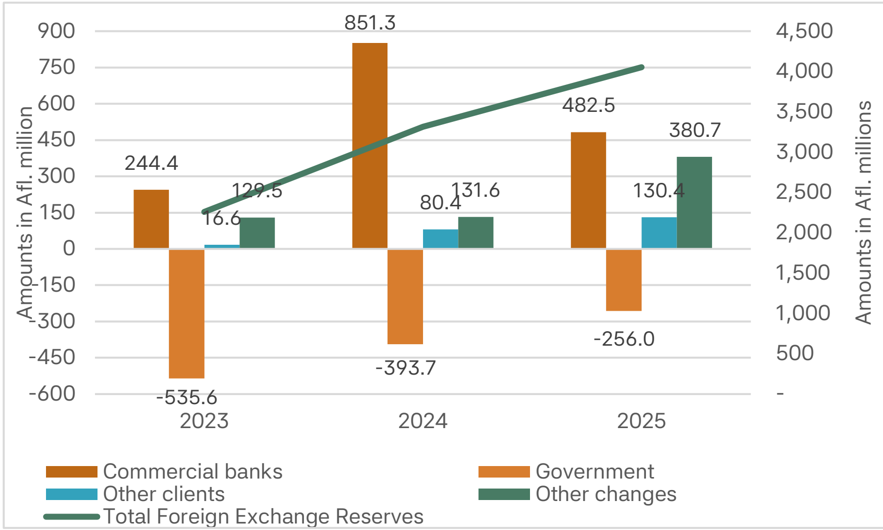


1.3.5 Surge in foreign exchange reserves driven by a continued strong tourism sector

The CBA prudently manages its reserves to maintain sufficient liquidity to cover the GOA's foreign currency needs for external debt repayments, interest payments, and other operational expenses, as well as the liquidity needs of commercial banks.

In 2025, the CBA's foreign exchange reserves performed positively, recording a net overall increase. The foreign exchange reserves held by the CBA increased by Afl. 274.4 million to Afl. 3,212.4 million in 2025, up from Afl. 2,938.0 million in 2024 (see Graph 4). This increase was largely driven by high tourism receipts obtained through commercial banks, amounting to a net increase of Afl. 482.5 million throughout 2025, as well as other valuation changes related to the revaluation of gold, foreign exchange, and security holdings. The rise in foreign exchange reserves was partially mitigated by a net decrease of Afl. 137.7 million in net sales of foreign currency to the GOA to cover its external debt repayments, interest payments, and other operational expenses denominated in foreign currency during 2025.

Graph 4 – Movements in foreign exchange reserves



Key figures year-end 2025

639 foreign exchange licenses granted, with a total value of Afl. 1,550.1 million

52 declarations for dividend distribution granted and profit payments, amounting to Afl. 469.0 million

Foreign exchange reserves held by the CBA amounted to Afl. 3,212.4 million

Value of the CBA's gold holdings totalled Afl. 858.2 million

1.4 Monetary Policy and Economic Developments

Key objectives

Preserving the stability of the Aruban florin is one of the main responsibilities of the CBA. The CBA pursues this monetary policy objective by maintaining the fixed exchange rate of the Aruban florin to the U.S. dollar at Afl. 1.79 per USD 1.00. To support this fixed exchange rate, the CBA ensures an adequate level of foreign exchange reserves through various monetary policy instruments, such as the reserve requirement (RR).

For assessing and setting monetary policy, the CBA relies on the Monetary Policy Committee (MPC). The CBA promotes transparency of its monetary policy decisions by informing the Minister of Finance and publishing the MPC's decisions.

1.4.1 Conducted Monetary Policy meetings

The MPC convened eight times in 2025. The focus of these meetings is to determine whether to adjust the RR rate (i.e., the reserves that commercial banks must hold at the CBA, which in turn affects liquidity and therefore the lending capacity of commercial banks. This decision is based on key considerations relating to the level of foreign reserves, credit activity, inflation, and more recently also the state of global economic uncertainty, relating to among others the ongoing U.S. trade war and broader geopolitical tensions.

1.4.2 Lowered RR rate in 2025

Following the cuts in the RR rate in 2024, the MPC lowered the rate further by 1 percentage point in both the first (January) and second (February) MPC meetings of 2025.[2] The main considerations behind these two decisions were adequate levels of foreign reserves and a slowdown in inflation. As of March 1, 2025, the RR rate stood at 12.5 percent and remained unchanged for the remainder of 2025. Although foreign reserves remained at adequate levels and inflation stayed low and stable, the emergence of global uncertainties was the main motivation to maintain the RR rate unchanged from March onwards.

1.4.3 Steady growth in foreign reserves

Official reserves, which reflect the foreign exchange reserves held by the CBA, amounted to Afl. 4,053.0 million by year-end 2025, representing an Afl. 737.7 million increase compared to its level at year-end 2024 (Afl. 3,315.3 million). Almost half of this rise was driven by surging gold prices, leading to a growth in the value of gold reserves from Afl. 520.1 million in

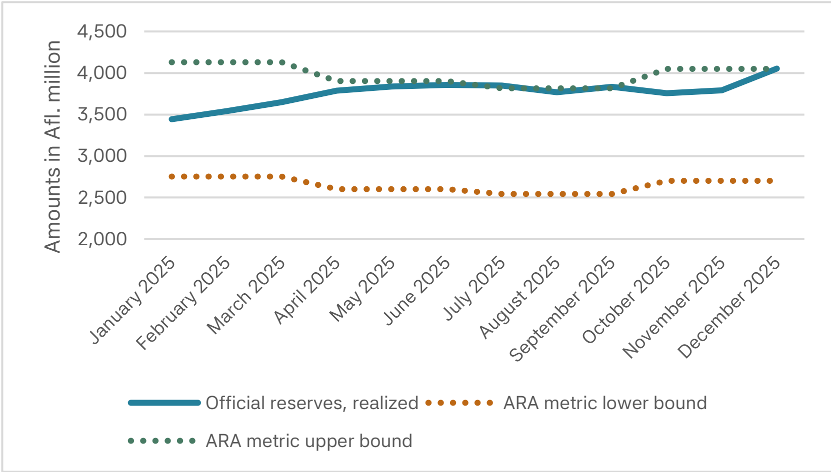
[2] MPC decisions take effect in the subsequent month. For example, in the February meeting, the RR for March is decided.

2024 to Afl. 858.2 million in 2025 (+ Afl. 338.1 million). International reserves, which comprise both official reserves and the foreign exchange reserves held by commercial banks, rose from Afl. 3,666.3 million in 2024 to Afl. 4,509.3 million in 2025 (an Afl. 843.0 million uptick). Strong tourism performance was the main driver of this boost in foreign reserves. Correspondingly, both official and international reserves remained at adequate levels and amply above the benchmarks monitored by the CBA (see Graphs 5 and 6), despite increased credit activity in 2025.

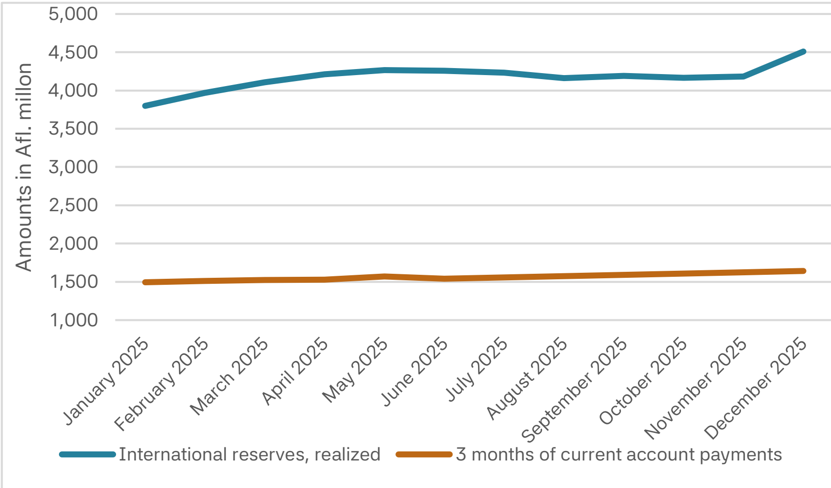
1.4.4 Solid credit growth despite moderate credit activity in the first few months

Overall banking sector credit grew by 10.0 percent (Afl. 470.5 million) in 2025, in line with and slightly higher than credit growth in 2024 (9.1 percent) and 2023 (9.6 percent). It must be noted that in 2023 and 2024, incidental transactions (e.g., financing for the purchase of hotel shares) played an important role in driving credit growth. With respect to 2025, credit activity only started picking up from May 2025, as credit activity remained relatively subdued in the first four months of the year. The primary source of the credit expansion was an uptick in commercial mortgages (Afl. 159.9 million), housing mortgages (Afl. 123.1 million), and, to a lesser extent, consumer credit (Afl. 85.1 million). In turn, consumer credit growth was mainly led by an increase in car loans (Afl. 65.8 million) and personal loans (Afl. 23.3 million).

Graph 5 – Official Reserves measured against the IMF ARA metric, a CBA-monitored benchmark



Graph 6 – International reserves measured against the current account coverage



1.4.5 Period average inflation gradually fell in 2025

In 2025, the period average inflation rate declined steadily, from 1.6 percent in January to 0.1 percent in December. Both the decreasing core inflation and lower energy (electricity and gasoline) prices in 2025, compared to the previous year, played a key role in mitigating inflation. In contrast, end-of-period inflation fluctuated throughout the year (between -0.8 and 0.6 percent), and stood at 0.4 percent in December 2025.[3]

Key figures year-end 2025

Reserve requirement rate: 12.5%
Credit growth: 10.0%
Inflation (12-month period average): 0.1%
Official Reserves (Central Bank): Afl. 4,053.0 million
International Reserves (Central Bank + Commercial Banks): Afl. 4,509.3 million

Outlook 2026

- Monetary policy will remain contingent on potential external shocks stemming from geopolitical tensions and broader global uncertainties.
- Foreign exchange reserves are expected to remain at adequate levels, thus preserving the stability of the florin-dollar peg. However, global economic uncertainties could dampen tourism inflows and lower foreign reserves expansion.
- Period average inflation is forecasted to reach 1.6 percent in 2026. Notwithstanding, this may increase if certain shocks materialize, such as oil price spikes, tariff-induced inflation, and supply chain disruptions[4].

[3] The 12-month period average inflation reflects the percentage change in the average price level over the past 12 months compared to the 12-month average of one year earlier. The end-of-period inflation depicts the year-over-year percentage change for a given month.

[4] CBA's Economic Outlook November 2025 report

1.5 Banking and Payment Services on Behalf of the GOA

Key objectives

The CBA acts as the GOA's banker. In this role, the Directie Financiën (DF) and the Departamento di Impuesto (DIMP) hold funds in current accounts at the CBA. With these funds, the CBA executes local and international payments on behalf of the GOA. The CBA is also the issuing and settlement bank for the GOA's treasury papers (bonds and treasury bills) and cash loans, and maintains the registry of the electronic GOA bonds. Additionally, the CBA is responsible for the levy and collection of the foreign exchange commission (FEC) on behalf of the GOA.

1.5.1 Fully subscribed GOA treasury papers and cash loans

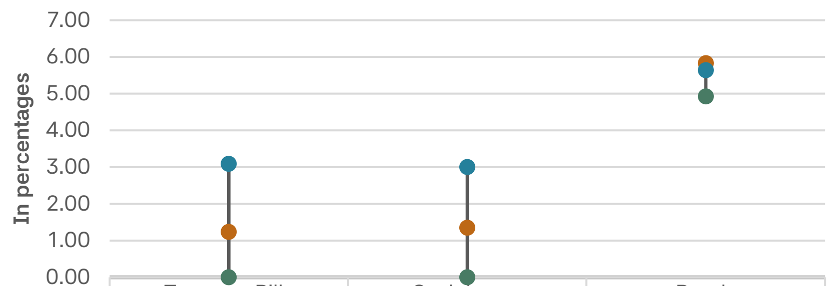
Only natural persons and entities that are residents of the countries within the Kingdom of the Netherlands may participate in the issuance of treasury papers, while cash loan issuances are exclusively aimed at commercial banks.

During 2025, the CBA assisted the GOA with:

- Two bond issuances through a tender system on the domestic market for the total amount of Afl. 165.0 million. The yearly coupons of these bonds were 6.0 percent and 5.0 percent for maturities of 14 years and 8 years, respectively. The GOA used the proceeds from these issuances to cover its financing needs ensuing from the execution of its 2025 budget.

In 2025 no treasury bills and cash loans were issued. All GOA bond issuances were fully subscribed. The average yield of the GOA bonds continued its downward trend in 2025 (see Graph 7).

Graph 7 – Average yield of the GOA's securities issuance



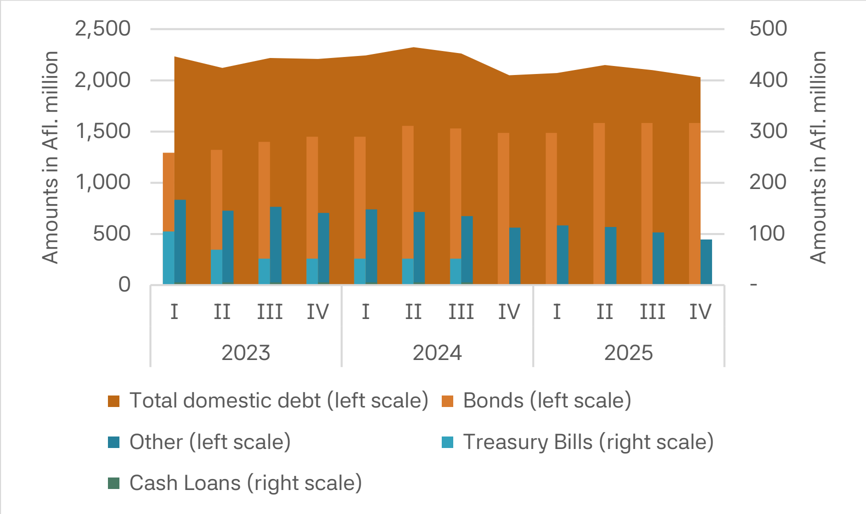
	Treasury Bills	Cash Loans	Bonds
2023	1.23	1.35	5.82
2024	3.09	3.00	5.64
2025	0	0	4.92

• 2023 • 2024 • 2025

1.5.2 Decreased GOA domestic debt

The GOA's outstanding domestic debt decreased by 0.9 percent at year-end 2025 (see Graph 8). The total outstanding domestic debt fell to Afl. 2,029.7 million at year-end 2025, from Afl. 2,048.3 million at year-end 2024. In 2025, GOA opted to pay out some of its non-negotiable debt, amongst other long-term liabilities, which led to the aforementioned reduction in domestic debt at year-end 2025 compared to year-end 2024.

Graph 8 – Overview of GOA's outstanding debt

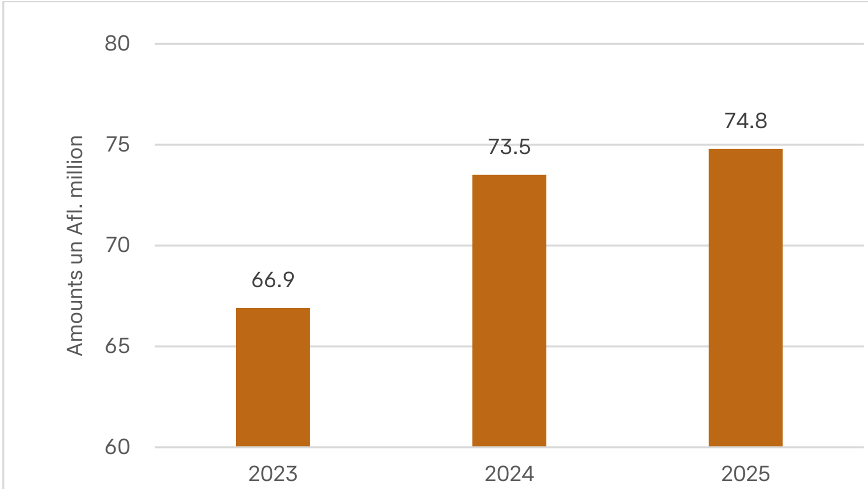


1.5.3 Increased FEC driven by a continued rise in tourism visitors

The FEC is a commission residents pay to the GOA on all payments to non-residents. Every month, the CBA transfers the collected FEC during the previous month to the DF's current account held at its institution.

In 2025, the CBA collected a total amount of Afl. 74.8 million in FEC, which is Afl. 1.3 million more compared to 2024 (Afl. 73.5 million) (see Graph 9). However, a total amount of Afl. 68.9 million was transferred to the GOA's account in 2025, while the November and December 2025 FEC amounts were transferred in early 2026 instead of 2025. The FEC is an additional income stream for GOA to cover expenses resulting from its 2025 budget.

Graph 9 – Collected FEC on behalf of the GOA



Key figures year-end 2025

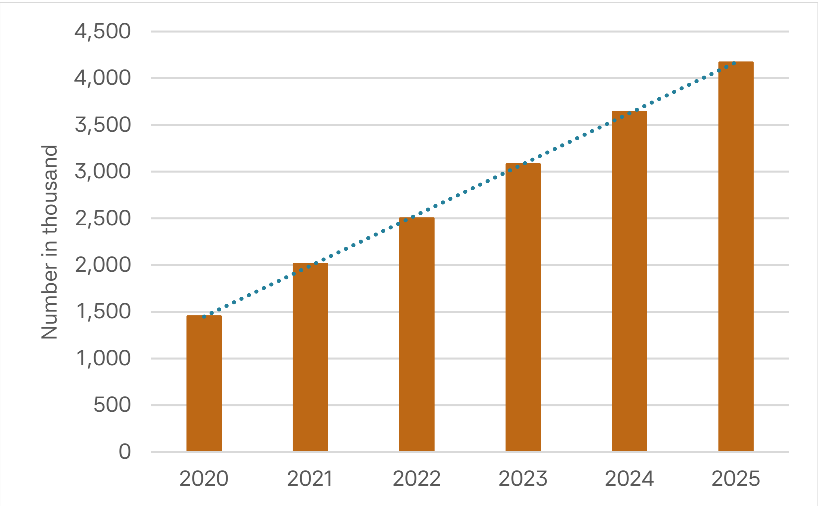
Fully subscribed GOA bonds
0.9% decrease in GOA domestic debt
Value of collected FEC Afl. 74.8 million

1.6 Payments in Focus

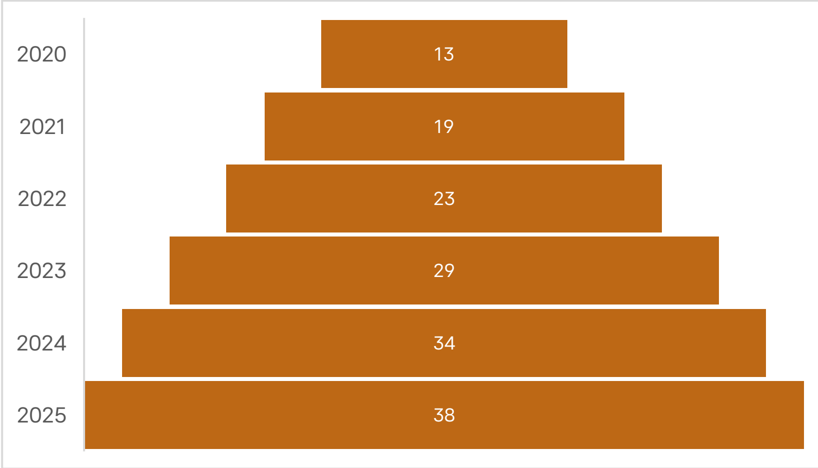
1.6.1 Instant Payments

In 2025, I-Pago, CBA's instant payments and settlement platform, processed 4.2 million interbank transfers (see Graph 10), marking a robust 14.4 percent increase compared to 2024. This growth translated into 4 additional interbank transfers per person (+ 11.8 percent) in 2025. Since its 2020 launch, I-Pago has reshaped local payments, particularly interbank transfers, with an average number of interbank transfers per person climbing from 13 in 2020 to 38 in 2025 (see Graph 11). The value of interbank transfers also increased by 12.1 percent, from Afl. 14.5 billion in 2024 to Afl. 16.2 billion in 2025 (see Graph 12).

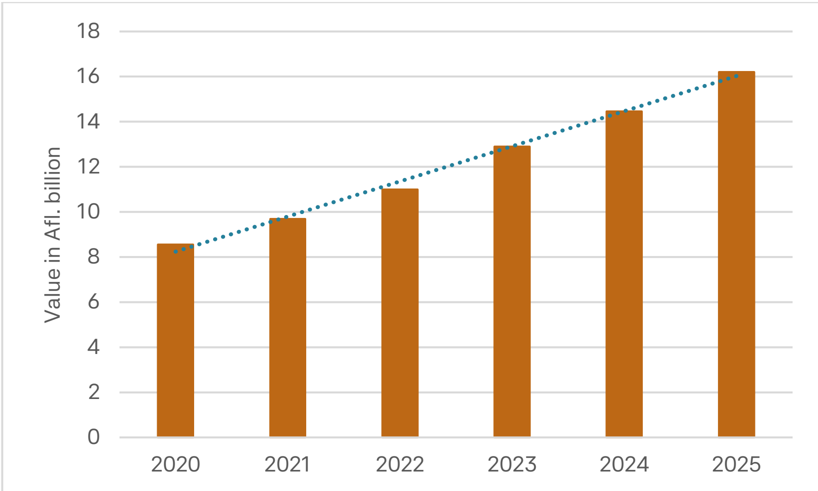
Graph 10 – Trend in the number of interbank transfers



Graph 11 – Number of interbank transfers per person



Graph 12 – Trend in the value of interbank transfers



1.6.2 Foro di Pago Nacional (FPN)

In May 2025, the CBA organized two FPN working group meetings to discuss the topic 'Payment Fees in Aruba'. The CBA presented the results of the survey titled "Payment Fees in Aruba", covering both consumers and businesses. The survey measured experiences with payment service providers (PSPs)[5] in Aruba, focusing on usage patterns, satisfaction, fee perceptions, transparency, and triggers for switching between PSPs.

Key findings from the consumer survey include the following:

- Consumers primarily use PSPs for in-store purchases and utility payments, with 60 percent relying on more than one PSP.
- Consumers perceive commercial banks as having higher fees than other PSPs.
- About half of the respondents fully understand the fees they pay, and slightly more than half review fees monthly, especially lower-income individuals.
- Although fees matter when choosing new banking services or payment products, most consumers have not considered switching providers because of these fees.
- 74 percent of respondents find PSP communication about fees not fully transparent.

[5] PSPs include both local commercial banks and non-bank PSPs, such as Sentoo and Pay.aw.

Key findings from the business survey include the following:

- Over half of businesses use multiple PSPs.
- Businesses view commercial banks as the most expensive PSP.
- Businesses show higher awareness of fees and review them more frequently compared to individual consumers.
- Businesses are more willing to switch providers due to fees.
- Fees strongly influence banking service or payment product selection.
- 80 percent of businesses find PSP communication about fees not fully transparent.

Furthermore, the CBA invited the Aruba Fair Trade Authority (AFTA) to brief stakeholders on its work as Aruba's independent competition regulator. AFTA outlined its mission to protect fair competition for consumers and businesses, and highlighted its tasks, priorities, key milestones, and ongoing investigations.

Key takeaways from the FPN working group meetings were as follows:

- Different generations prefer different payment methods, pushing businesses to offer a wide range of payment options (cash, payment wallet solutions, cards).

- Cash is not always the most cost-effective option, as it carries risks such as theft and fraud.
- Small merchants perceive Point of Sale (POS) fees as high, partly because processing fees for POS transactions are charged based on the transaction volume.
- ATM withdrawals incur extra fees when using a card issued by another commercial bank.
- Consumers and businesses want simpler, clearer fee explanations.
- PSPs should use diverse media channels to effectively communicate fee information and ensure transparency across the entire community.
- A domestic payment platform could help lower high debit-card fees tied to Visa and Mastercard.

Moreover, in November 2025, the CBA hosted its 3rd annual FPN conference, titled "Driving the Future of Payments," featuring four keynote presentations. The CBA opened the program with updates on I-Pago, including new features such as payment recall, request-to-pay, and an upcoming I-Pago application. The presentation also highlighted broader CBA initiatives, including open-banking standards, verification-of-payee measures, cross-border instant payments with Curaçao, and draft legislation for the payments sector. A representative of the World Bank followed with global and regional insights on fast-payment systems, emphasizing priorities for the Latin American and Caribbean (LAC) jurisdictions, such as interoperability, strong governance, broader use cases, fraud prevention, and integration with digital public infrastructure. The third presentation, delivered by the CBA, explored the potential for a retail digital florin in Aruba, recommending features such as offline payments, permissioned Distributed Ledger Technology (DLT), tiered Know Your Customer (KYC), innovation partnerships, and pilot testing under clear rules. The final presentation, delivered by the Eastern Caribbean Central Bank, outlined the design and implementation of their Central Bank Digital Currency (CBDC) pilot project, highlighted key lessons learned, and offered recommendations for successful CBDC rollout, such as conducting early research, establishing clear policy frameworks, ensuring robust security, prioritizing high-impact use cases, and maintaining ongoing stakeholder engagement.

Key figures year-end 2025

Number of interbank transfers: 4.2 million
Value of interbank transfers: Afl. 16.2 billion
Number of transaction per capita: 38

Outlook 2026

- The CBA, together with the commercial banks, will initiate a project to expand the functionalities of the I-Pago platform and implement three use cases: in-person, in-store, and e-commerce payments.
- The CBA will organize FPN working group meetings in May 2026 to discuss the topic of “Fintechs in Aruba”.
- The annual FPN conference is planned to take place in the fourth quarter of 2026.

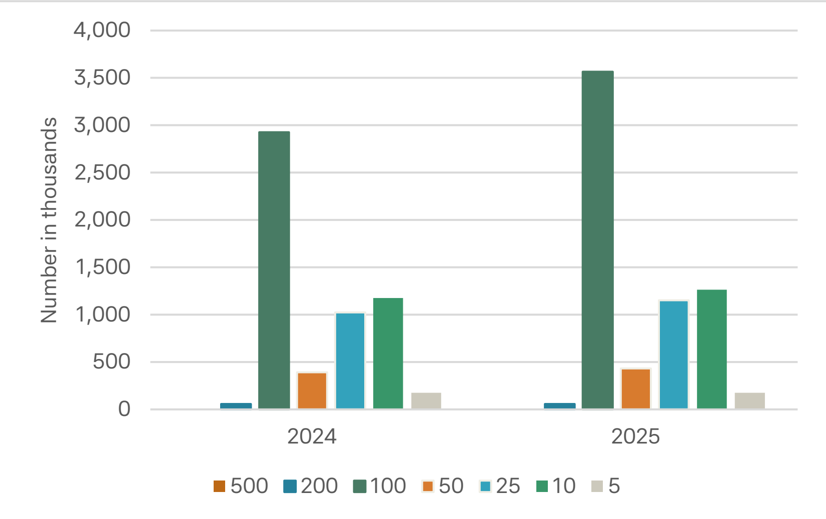
1.7 Banknotes and Coins

1.7.1 Aruban florin banknotes in circulation

In 2025, the number of banknotes in circulation increased by 15.6 percent compared to 2024, while the total value of these banknotes grew by 19.4 percent, reaching Afl. 433 million (including banknotes series 1993) by year-end 2025. Even as Arubans embrace online banking at a brisk pace, they continue to rely heavily on florin banknotes. The Afl. 100 denomination continues to represent the largest share of all banknotes issued, comprising 53.6 percent of the total banknotes in circulation (see Graph 13).

The number of registered counterfeit florin banknotes has been relatively low in recent years. Just as the previous year, no counterfeit Aruban florin banknotes were reported in 2025.

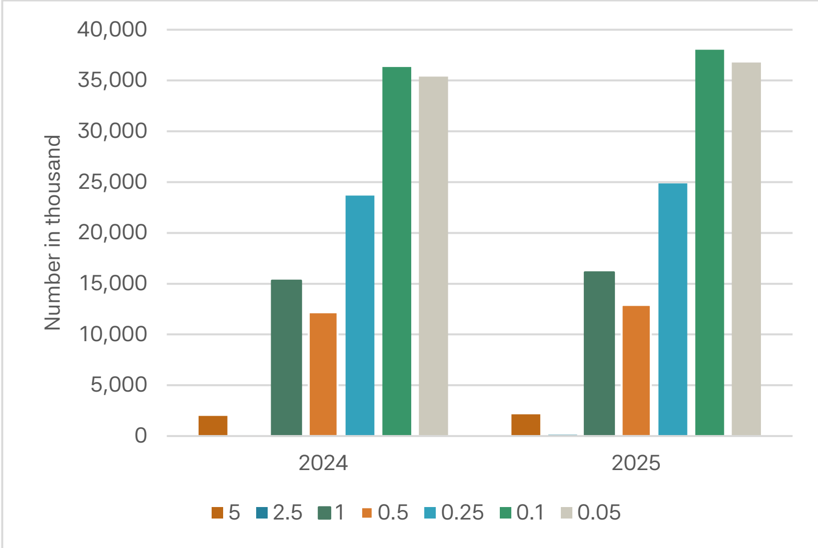
Graph 13 – Aruban florin banknotes in circulation by denomination



1.7.2 Aruban florin coins in circulation

In 2025, the number of coins in circulation rose by 4.8 percent compared to 2024, while the total value of these coins grew by 5.6 percent, reaching Afl. 45.3 million by year-end 2025. The two smallest coin denominations, the 5-cent and 10-cent coins, are the largest in circulation, followed by the 25-cent coin (see Graph 14).

Graph 14 – Aruban florin coins in circulation by denomination



1.7.3 Commemorative coins

In 2025, the CBA commissioned a silver commemorative proof-quality coin with a nominal face value of Afl. 5 (see Figure 3). The coin features the “Trupial”, a striking orangeblack bird found in Aruba, Bonaire, and Curaçao. This commemorative coin was issued in early 2026.

Figure 3 – New commemorative coin 2025

During 2025, the CBA also continued selling older commemorative coins, of which the three best-selling were the "Warawara" issued in 2022, the "Turtuga" issued in 2019, and the "Cabay di Awa" issued in 2024.

Key figures year-end 2025

Value of banknotes in circulation: Afl. 433 million
No counterfeit banknotes reported
Value of coins in circulation: Afl. 45.3 million

Outlook 2026

- The CBA will issue a new commemorative coin in 2026, celebrating the 40-year Status Aparte and 50-year Flag and National Anthem anniversaries.

Section 2
Supported by Our Staff

2.1 Organization Structure

Key developments

In 2025, the CBA introduced a new organization structure to enhance efficiency, collaboration, and accountability while adapting to evolving developments and needs. This included creating a new division and establishing a General Counsel function to better align core and supporting tasks, resulting in shifted divisional and departmental responsibilities, strategies, and goals across the organization.

2.1.1 Stable management

The BoSD supervises the CBA, while the EC, which consists of the President and two Executive Directors, manages it. At the end of 2025, Division Managers directed five divisions. Each division comprises three to six departments. Additionally, the General Counsel manages the Executive Office. There are also two stand-alone departments that report directly to either an Executive Director or the President. There are 25 departments in total. See Appendix 2 for the organization chart as of December 2025.

The redesign of the organization structure in 2025 is based on a fit-for-future organization by 2030. As a first step, the CBA implemented changes on March 14, 2025, including the addition of a new division and a General Counsel to the organization's structure.

2.1.1.1 The Executive Committee (EC)

The CBA's EC extensive expertise in central banking, economics, supervision, and accounting enables them to oversee the 25 departments. In 2025, the EC consisted of the following 3 members:

President

Following a distinguished career at the CBA, Mrs. Jeanette Semeleer retired on December 1, 2025, after many years of service, leaving behind a solid legacy. In 1990, she joined the CBA in the Research department and served in various leadership roles, steadily climbing the corporate ladder, and was appointed President in 2008, becoming the first female President of the CBA. As President, she oversaw the divisions of Economic Policy & Financial Stability and Organization & Strategy, as well as the stand-alone department IA.

Executive Director Secretary and Interim President

Mrs. Miriam Gonzalez started her career at the CBA in 1990 in the Research department. She progressed through various leadership roles and became Executive Director in 2010. She oversees the divisions of Payment Systems, Treasury & Banking Operations, and Technology, Security & Data, as well as the General Counsel. As of December 1, 2025, the BoSD appointed Mrs. Gonzalez Interim President, thereby providing continuity in the CBA's executive leadership.

Executive Director

Mr. Prakash Mungra began his career in supervision at the CBA in 1992. After holding various leadership roles, he was appointed Executive Director in 2010. As Executive Director, he oversees the Supervision & Enforcement division and the stand-alone department Risk & Compliance (R&C).

2.1.1.2 Division Managers

Division Manager Economic Policy & Financial Stability

Mr. Ryan Peterson, PhD, has an extensive scientific and professional background in economic development and resilience, with a strong focus on small-island sustainability. His journey at the CBA started in 2015 as a General Manager (now called Division Manager).

Division Manager Organization & Strategy

Mr. Justin Jacobs has a background in accountancy, IT audit, information technology, and information security. His journey at the CBA began in 2015 within the Integrity Supervision department, followed by managerial positions in the Information Security department and the IT department. After working in another sector from 2023 to mid-2025, he returned to the CBA as a Division Manager.

Division Manager Payment Systems, Treasury & Banking Operations

Mrs. Penélope Tromp-Gomez has a background in accountancy, finance, business administration, supervision, payment systems, and banking operations. She started her career at the CBA in 2007 in the Supervision department, and after gaining experience in several leadership roles, became a General Manager (now called Division Manager) in 2013.

Division Manager Supervision & Enforcement

Mrs. Laïndhra Garcia holds a degree in business administration and business economics. She began her career at the CBA in 2004 and gained extensive experience in supervision throughout her career at the CBA. She has been a Division Manager since 2023.

Division Manager Technology, Security & Data

Mrs. Kristel de Nobrega, PhD, has an extensive background in cybersecurity, cyber defense, and governance, particularly in the financial sector. She started as a Deputy Manager in 2017 and quickly grew into the role of Manager Information Security. In 2025, she was promoted to Division Manager.

General Counsel

Mrs. Ginny Croes-Fleming has a robust legislative background. She started working as a legal advisor in 1991, and after several years, she became Manager of the Legal Affairs (now called Legal Services) department. In 2025, she became General Counsel of the CBA.

2.1.2 The CBA's divisions and departments

The Economic Policy & Financial Stability division comprises three departments: Statistics, Research & Economic Policy, and Financial Stability. The division mainly conducts comprehensive economic analysis and forecasting based on key statistical data, and provides relevant economic policy recommendations. It also identifies, monitors, and mitigates risks to the overall financial system to ensure its resilience and stability.

The Organization & Strategy division (formerly Strategy, Planning & Information) has the following departments: Strategy & Projects, Human Resources, Communications, and Facility Management. This division supports the entire organization by developing and implementing communication, organizational, and human resources strategies and policies, and ensures exceptional facility management.

The Payment Systems, Treasury & Banking Operations division consists of the departments: Treasury, Financial Markets & Banking Operations, Payment Systems, Cash Operations & Logistics, and Financial Reporting & Control. This division encompasses a diverse range of expertise, including advising the GOA on financial matters and debt management. It also oversees the gold and foreign exchange reserves, monitors the liquidity positions of the CBA and commercial banks, implements liquidity management instruments for commercial banks, and ensures modern, safe, secure, and reliable payment systems. The division also conducts financial administration and reporting for the CBA and manages the circulation of coins and Aruban florin banknotes.

The Supervision & Enforcement division consists of the departments: Prudential Supervision Banks, Prudential Supervision Insurance Companies, Pension Funds & Investments Institutions, Integrity Supervision, Enforcement, Market Entry & Legal Advisory, and Legal Services. This division is fully committed to maintaining confidence in Aruba's financial system through robust and proactive supervision of the financial soundness and integrity of institutions under CBA's supervision, and enforces measures when necessary. Additionally, this division also contributes to the regulation of international payments through the execution of the State Ordinance Foreign Exchange Transactions. Finally, this division advises the organization on all matters that may have legal implications.

The Technology, Security & Data division is a new division and includes the following departments: Information Technology, Information Security, Physical Security, Technology & Data Governance, Data Expertise Center, and Document Management. This division is the CBA's digital engine, entrusted with cybersecurity, IT infrastructure, data use and governance, technology adoption, document and information management, and physical security.

The General Counsel is a new function. The General Counsel serves as the primary legal advisor to the EC on corporate legal matters, oversees that the CBA adheres to the CBO governance, and is a sparring partner on various subjects. Next to supporting the EC, the General Counsel also assists the BoSD with some operational tasks and oversees the Executive Office department. The Executive Office supports the EC with day-to-day matters.

The R&C department oversees risk management and ensures that the risks to which the CBA is exposed to are appropriately managed and that adequate policies and procedures are implemented to bring or keep these risks within limits acceptable to management. Moreover, the R&C department promotes a culture of high integrity and ethics within the CBA and contributes to the adherence of international compliance standards.

The IA department conducts and oversees several audits, including the CBA's financial statements and attestations required by key stakeholders. Moreover, the IA department provides an independent opinion on the design and operational effectiveness of CBA's risk management system and internal controls. This department also has a reporting line to the AC of the BoSD.

Outlook 2026

- As the organization continues to grow in responsibilities, it will also grow its personnel. With this in mind, certain capacity restrictions and building expansions will be important focuses for 2026.
- A new President will be appointed in 2026.
- January 1, 2026, marks the 40^{th} anniversary of the establishment of the CBA.

2.2 Strategic Activities and Outcomes

Key developments

In November 2025, the CBA launched its third strategic plan 2026 – 2030 called 'Ancra den Futuro'.

'Ancra den Futuro' builds on the progress of the previous strategic plans and reflects an increasingly complex global environment. It aims to respond rapidly to evolving landscapes and developments.

2.2.1 Evolving strategic focus

The end of 2025 marked the end of the CBA's current strategic plan, 'Dilanti Biento' (2021 – 2025), in which the CBA advocates for regeneration and transformation to foster an inclusive and resilient Aruban community. In preparation hereof, the CBA began working on its new strategic plan 2026 – 2030, called 'Ancra den Futuro', in the second quarter of 2025.

Figure 4 – Logo strategic plan 2026 – 2030

ANCRA DEN FUTURO

The title 'Ancra den Futuro' (see Figure 4) is Papiamento for 'Anchored in the Future' and expresses the CBA's commitment to stability and progress — to being both a steady anchor and a forward-looking force. It reflects who we are as a central bank: grounded in our mandate, guided by integrity and expertise, and dedicated to serving the public good. Being anchored in the future reflects a balance between strength and adaptability. It focusses on ensuring continuity in uncertain times while preparing for the opportunities and challenges ahead.

The areas that underpin this plan are:

- The strategic responsibilities: monetary policy, supervision, and payments.
- The chosen strategic priorities: digitalization, data, engagement, and readiness.
- An enhanced operating model powered by optimized processes, an adaptive organization, and strengthened capabilities.

In addition to launching the new strategic plan, the CBA continues to carry out recurring tasks. The CBA monitors its operational tasks and strategic actions to ensure that, if necessary, the strategic course is adapted to prioritize key initiatives correctly. The year 2025 was a demanding year for the CBA due to its operational tasks, shifting priorities, and multiple projects underway.

In March 2025, the CBA launched a redesigned organization structure. The adoption of this new structure was the result of a project to build a fit-for-future organization. Some impactful changes are the establishment of new departments such as the Data Expertise Center and Technology & Data Governance, the establishment of a

General Counsel, as well as the new division Technology, Security & Data, and the transfer of certain departments to a different division in order to achieve better alignment and inter-divisional expertise.

Moreover, the CBA made substantial progress on various other strategic projects. These included strengthening sectoral supervisory laws, preparing the set up of a deposit guarantee system, developing a statistical business register, creating a secure database and information system, continuing with the execution of the new Chart of Accounts project, constructing a dedicated facility building, further upgrading and integrating the CBA's security systems, and conducting a labor market research. Furthermore, the CBA continued work on the initial design of a secure cloud strategy, started with the introduction of Power BI, including the rollout of a training program, drove several internal process optimizations, and also started working on a Financial Stability Framework. Although much progress was made, some of these projects will roll over to 2026.

2.2.2 Refreshed corporate branding

Another important milestone in 2025 was the launch of the new corporate brand identity on September 19[6]. With refreshed branding elements, the CBA's visual representation is more aligned with its evolving mandate, its responsibility toward the Aruban community, and its continued focus on integrity and sustainability.

The CBA replaced its previous color scheme of blue, gold, and white with an earth-toned palette with orange, blue, green, and beige. These new colors were selected to symbolize stability, reliability, and sustainability, while reinforcing the CBA's role as a trusted steward of Aruba's financial system.

Figure 5 – New CBA logo

CENTRALE BANK
VAN ARUBA

Outlook 2026

- The CBA will adopt the Objectives, Goals, Strategies, and Measures (OGSM) framework to develop annual plans and continue working on its strategic projects, with the right prioritization for 2026.
- The CBA will take an active approach to strategy and project implementation to support the achievement of its goals.

[6] CBA Press Release - Visual Identity Announcement

2.3 Human Resources

2.3.1 Embracing an expanding and more modern CBA

In recent years, the CBA has made steady progress in aligning HR policies and processes with emerging trends and developments, especially those relating to recruitment, employee engagement, retention, and further digitalization of processes.

In 2025, the CBA introduced several policies relating to secondary employee benefits. These included the launch of an internal healthy lunch program to not only stimulate, but also facilitate employees to make healthy lunch choices, the flexibilization of the working from home policy and increased number of vacation days for a better work-life balance.

As a knowledge-driven organization with many specialized functions, the CBA continues to invest in the professional development of its employees to aid them in reaching their full potential. It allocates departmental training budgets, and organizes internal information sessions, workshops and learning programs focused on areas such as leadership, lean process management, vitality, and well-being. Moreover, the CBA initiated a Power BI training program to enhance data analytics capabilities and familiarize more employees with the Power BI platform as the CBA plans to gradually integrate more advanced data analytics into its operations.

2.3.2 Growing workforce

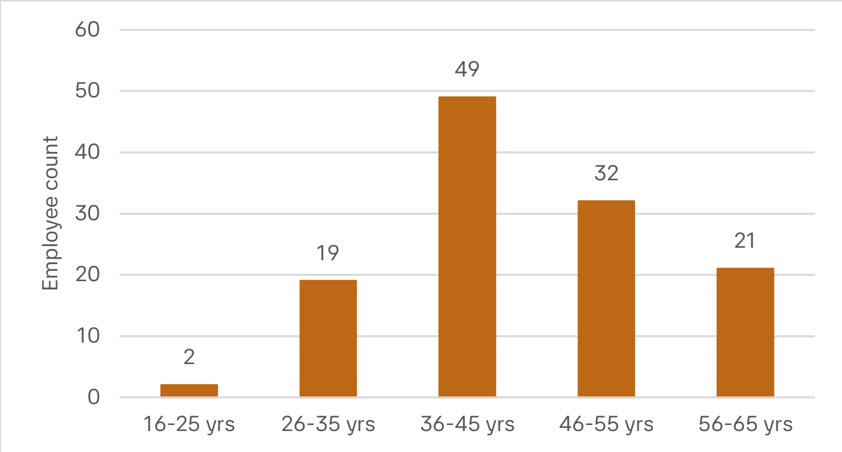
In 2025, the CBA experienced various personnel changes, including several promotions, horizontal transfers, and staff inflow and outflow. The number of permanent employees increased by 11 compared to the previous year, reaching an all-time high of 123 permanent employees at the end of 2025. Additionally, the CBA welcomed 4 interns and 11 temporary employees, to temporarily support ongoing projects, events, and administrative work. In 2025, 10 employees left the organization to either pursue new career opportunities (locally or abroad) or to enter a new chapter of their lives. Furthermore, 17 employees received promotions or transitioned to new roles within the organization.

2.3.3 Diversity reflected in the CBA's personnel

For many years, the CBA's workforce has been strongly represented by females. In 2025, 57.3 percent of CBA's workforce was female, and 57.8 percent of its managerial staff was female. Both percentages decreased when compared to the previous years.

The CBA's permanent employees reflect the diversity of the Aruban culture, with over 32.5 percent born outside of Aruba. Moreover, 59.4 percent of the CBA's personnel had an average tenure of less than 10 years, with an average of 11 years and 2 months. The average employee age was 44.4 years old. This shows the importance of continually developing strategic HR policies that ensure a future-proof organization.

Graph 15 – Employee age category by count in 2025



2.3.4 Recruiting highly skilled employees stays challenging

In 2025, the CBA received many applications through its Working at the CBA recruitment portal[7], with twenty-one permanent employees hired. Although many applications were received, finding highly skilled and experienced candidates in our region who meet the vacancy requirements remains quite difficult, especially given the scarcity in the labor market.

To address this, the CBA continued its recruitment efforts. For the second consecutive year, in March 2025, a CBA delegation participated in the career fair 'De Nationale Carrière Beurs 2025' (see Figure 6) and held the networking event 'Ban Topa' in the Netherlands to increase awareness about the career opportunities at the CBA and to enhance its visibility in the labor market. Moreover, the CBA promoted its vacancies during the 'Conoce Bo Banco Central' event in November 2025.

Figure 6 – De Nationale Carrière Beurs 2025

[7] Career Opportunities - Working at the CBA

Key figures year-end 2025

Permanent employees 123
Average employee age 44.4 years
Average tenure 11 years and two months
57.7% female vs. 42.3% male employees
57.8% female managers vs. 42.2% male managers

Outlook 2026

- The CBA will continue promoting available career opportunities at its organization.
- The CBA will maintain its commitment to employee learning and development by providing a variety of workshops and/or programs related to leadership and change management.

Section 3
Driven by Our Community

3.1 Community Outreach

Key objectives

In line with its prominent position in the Aruban community, the CBA leads by example in corporate social responsibility (CSR) practices, thereby contributing to a more sustainable workplace and island, and giving back to the community in numerous ways.

3.1.1 CSR

The CBA demonstrates its commitment to the Aruban community through its various social activities. These include participation in community events, such as the Aruba Doet event in May and the organization of a beach cleanup in September. See Figures 7 and 8.

Figures 7 and 8 – Aruba Doet 2025 and beach cleanup

In 2025, the CBA received the results and recommendations of a corporate waste audit conducted at the end of 2024 aimed at circular waste management options. The main results showed that garden waste, paper, and plastic were the top three contributors to the collected waste materials, with garden waste comprising over 50 percent. Implementation possibilities for improvements still need to be explored.

3.1.2 Donations and sponsorships

Each year, the CBA donates to various foundations and good causes. Its donation policy aims to support projects that benefit the Aruban community at large. The CBA supports projects that strengthen our island in areas such as social well-being, healthcare, nature and the environment, education, childhood development, sports and recreation, arts and culture, and innovation.

During the 'Conoce Bo Banco Central' event held in November 2025, the CBA gave five checks as a special token of appreciation to local organizations in recognition of their valuable work for the Aruban community. Each organization, namely, Aruba Conservation Foundation, Stichting Koningin Wilhelmina Fonds Aruba, Neptali Henriquez Park, Fundacion Pa Nos Comunidad, and Brighter Future Academy Foundation, received Afl. 32 thousand. Furthermore, throughout 2025, the CBA roughly donated an additional Afl. 232.7 thousand to various groups, ranging from sports clubs, schools, social charity clubs, and non-profit organizations, for the execution of 19 projects.

Figure 9 – Donation checks to five local non-profit organizations

3.1.3 Strengthening community engagement

On November 22, 2025, the CBA opened its doors to the Aruban community for the first time with its public event 'Conoce Bo Banco Central'[8]. This educational and interactive event welcomed approximately 2,000 adults and children who could discover the essential role the CBA plays in the Aruban community and economy. The eventful day included presentations, a hackathon, personal finance workshops, and an exhibition of our banknotes and coins. The various stations were not only designed to enhance the community's understanding of the CBA's role and main tasks, but also provided live demonstrations from the Korps Politie Aruba, Dienst Brandweer Aruba, and Ambulance[9], making it an interesting day for all ages and backgrounds.

Figures 10 and 11 – Conoce Bo Banco Central

Annually, the CBA contributes to community engagement through knowledge sharing on financial literacy during the 'Global Money Week' event in March and the national summer program 'Buki di Pret' (see Figures 12 and 13). In addition to these initiatives, the CBA tailors relevant communication and presentations for the general public, thereby reinforcing its commitment to financial education and awareness.

To further increase public understanding of its role and tasks, the CBA published several videos on social media during October and November 2025. The videos provided short explanations of the CBA's role, the importance of data at the CBA, the significance of inflation, the U.S. dollar to florin peg, and the measures taken to counter the falsification of florin

[8] Conoce Bo Banco Central video

[9] Conoce Bo Banco Central

banknotes. Further information can be found on the CBA's social media accounts[10,11,12].

Figures 12 and 13 – Buki di Pret and Global Money Week 2025

3.1.4 Spreading knowledge

Moreover, the CBA participates in several symposia, conferences, and panel discussions throughout the year. In 2025, several employees of the CBA gave presentations on (global) economic forecasts, monetary policy, social security, cyber security, as well as on published papers, to stakeholders such as the GOA, the University of Aruba, and the Centrale Bank van Curaçao & Sint Maarten (CBCS).

During the Annual Monetary Studies Conference hosted by the CBCS in November 2025 Mrs. Jeanette Semeleer (then President of the CBA) delivered the 38th Adlith Brown Memorial Lecture. In her address, titled "Aruba, From Isla Inutil to Isla Innovativo", Mrs. Semeleer drew on Aruba's experience with external shocks to emphasize that true economic resilience is not merely bouncing back, but also bouncing forward.

In May 2025, during a bilateral meeting between the CBA and the CBCS, the CBA gave a presentation on the topic of supervision of designated non-financial businesses and professions through a risk-based lens.

Furthermore, the CBA once again organized the 'Foro di Pago Nacional' in November 2025, where several research topics were presented. In 2025, the CBA also organized a masterclass tailored for Aruban supervisors, as well as a conference on 'Cyber Climate Convergence' that addressed the intersection of cyber threats and climate risks to regional financial stability.

Moreover, every year the CBA visits schools to educate students about the security features of our banknotes through its 'Nos Florin' presentations. These sessions help raise awareness about identifying genuine banknotes and

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[10] Centrale Bank van Aruba, Facebook
[11] Centrale Bank van Aruba, Instagram
[12] Centrale Bank van Aruba, LinkedIn

understanding the security features that prevent counterfeiting. In 2025, the CBA visited a local high school and gave information sessions to 60 students. Through these presentations, the CBA aims to make students more aware of the money they use from an early age.

Key figures year-end 2025

Donated approximately Afl. 392.7 thousand
Approx. 2000 adults and children attended the Conoce Bo Banco Central event

Outlook 2026

- The CBA will continue to give back to the Aruban community through donations, community work, and knowledge sharing.
- The CBA will organize more community events to increase engagement and understanding of its role and tasks.

3.2 Publications and Collaborations

Key objectives

The CBA works on strengthening Aruba's resilience by providing high-impact, economically relevant research and reports that are valuable to the general public, local policymakers, and financial professionals. Moreover, its press releases cater to both the general public and citizens with a financial background.

3.2.1 Relevant publications

The CBA produces and publishes several economic, monetary, financial, and supervisory reports and bulletins, some of which are published monthly, quarterly, or annually.

Some examples of relevant publications in 2025 are the monthly Summary Balance Sheets, a requirement stated in the CBO, which are published in the national gazette ('landscourant') and on the CBA's corporate website[13]. Additionally, the CBA monitors and shares the results relating to the issue of GOA's bonds, cash loans, and treasury bills[14], economic developments and projections of the Aruban economy[15], main economic indicators and monetary developments[16], as well as quarterly economic (mainly local) developments[17].

Two annual publications are the Financial Sector Supervision Report[18] and the CBA's audited condensed Financial Statements[19], which is published together with the Operational Report. The latter provides a synopsis of the CBA's financial and operational performance in the previous year.

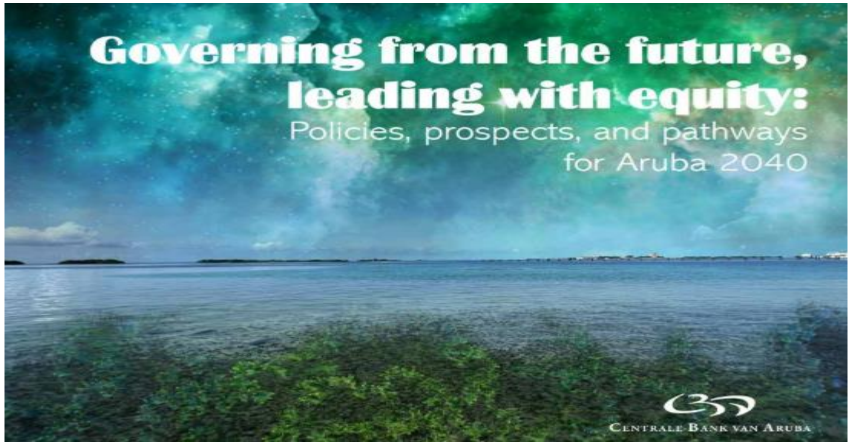
In 2025, the CBA published, among others, the Confidence in Cash 2024 report[20], the quarterly Consumer Confidence survey results[21], the Business Perception survey results[22], and the Ease of Lending survey results. Another relevant publication in 2025 amid the U.S. tariffs debate was a memo on the potential impacts of the U.S. tariffs on the Aruban Economy[23].

In 2025, the CBA launched 'Governing from the Future – Leading with Equity'[24], the third publication in its Governing from the Future series. This edition discusses the challenges and opportunities facing Aruba today and is divided into three key areas. The first area, 'Economic Realities and Social

[13] CBA Summary Balance Sheets from 2020 onward
[14] GOA Bond issue results Trance I and II
[15] CBA Economic Outlook
[16] Monthly Economic Bulletins
[17] State of the Economy
[18] Centrale Bank van Aruba - Centrale Bank van Aruba
[19] Centrale Bank van Aruba
[20] Confidence in Cash Report 2024
[21] Consumer Confidence Survey Reports
[22] Business Perception Index
[23] CBA The Potential Impacts of U.S.
[24] Governing from the future, leading with equity

Equity', looks at gender equality, the impact of inflation on middle-income households, and youth employment. The second area, 'Foundational Security for Human Flourishing', focuses on food security and financial literacy. The third area, 'Adapting to a Changing Planet', addresses energy security and the effects of extreme heat on work.

Figure 14 – Cover Governing from the Future publication



3.2.2 Ongoing surveys

The CBA also conducts several online surveys to gather valuable data for policy advice. In 2025, the CBA launched a digital survey on banked/unbanked status and payment behavior. This survey aims to assess the status of individuals with and without a current account denominated in Aruban florin (Afl.) at the local commercial banks. Understanding accessibility to these accounts will provide valuable insights into the level of financial inclusion and the payment behavior of the local community[25]. Regarding payment fees in Aruba, two surveys were conducted: one for personal (customer) experiences and another for business experiences. Respondents with a business could also complete both surveys to provide insights from both perspectives. The purpose of these surveys is to assess satisfaction levels with fees and overall service provided by payment service providers in Aruba. These survey results are expected to be published in 2026.

3.2.3 Continued (international) cooperations

In addition to publishing relevant reports and conducting important surveys, the CBA also actively collaborates with national and international stakeholders. The CBA continuously embraces opportunities for knowledge sharing and network building through participation in various committees and working groups, and also receives technical assistance from experts in their respective fields. Some examples of cooperations in 2025 can be found below.

3.2.3.1 Collaborative meetings

As part of its international cooperation within the Kingdom of the Netherlands, the CBA maintains regular engagement with its counterparts, such as De Nederlandsche Bank (DNB), the CBCS, and the Financial Markets Authority (AFM) in the

[25] CBA launches a digital survey on banked/unbanked status and payment behavior

Netherlands. In 2025, several representatives of the CBA participated in meetings such as the IMF and World Bank (WB) Spring meetings (April) and the IMF and WB annual meetings (October).

Furthermore, as members of the Organisation for Economic Co-operation and Development (OECD) several employees attended the International Network on Financial Education regional- and technical committee meetings in 2025.

In 2025, the Technical Committee comprising of the supervisory authorities within the Kingdom of the Netherlands, namely CBA, DNB, AFM, and CBCS, held two meetings (March and October), covering several topics, including, among others, status of (C)FATF mutual evaluations, harmonization of the Political Exposed Person (PEP) definition, and various typologies relevant to the supervisory authorities in the area of money laundering and other financial crimes.

Representatives of the CBA also attended the Supervisory College in Jamaica (September), the technical committee Harmonisatie Integriteitstoezicht Supervisory College (October), and the Group of International Insurance Center Supervisors annual general meeting (November). Moreover, through the involvement of division managers, the CBA also contributes to regional and academic development in cybersecurity and climate risk.

In May and November 2025, the CBA attended the CFATF Plenary and Working Group meetings in Trinidad & Tobago and Barbados, respectively. During those meetings, various topics were discussed among the member states such as key issues and approval of the mutual evaluation reports of Curaçao and Sint Maarten, follow-up reports of some jurisdictions in light of the shortcomings identified following the mutual evaluations undertaken by the CFATF of these jurisdictions, and several presentations were given on topics including, among others, migrant smuggling, amendment of the CFATF Mutual Evaluation Procedures, and preparations for the 5th Round of Mutual Evaluations.

Representatives of the CBA also attended the meetings of the ‘Joint Working Group CBA & CBCS’, the Association of Supervisors of Banks of the Americas (ASBA) annual meetings, including the CXVI session of the BoSD and the annual assembly, the Basel Committee on Banking Supervision, and International Settlement’s Financial Stability Institute high-level meeting, and the Group of International Finance Center Supervisors plenary meeting.

3.2.3.2 Research collaborations

The CBA once again participated in the Caribbean Economic Research Team’s (CERT) research agenda (2025/2026) and contributed to a working paper on the impacts of heat on productivity in Caribbean islands. The CBA also participated in a research exchange with CBCS in 2025. Furthermore, a delegation participated in a workshop on Financial Stability Reporting organized by the Caribbean Regional Technical Assistance Centre (CARTAC).

3.2.3.3 Requested consultancy or support

The CBA supported the 2025 version of Aruba’s enhanced monitoring peer review conducted in April by the OECD on the implementation of the standard on transparency and exchange of information on request (EOIR), aimed at assessing its effective implementation.

As a member of the Member Assessment Programme of the International Association of Insurance Supervisors (IAIS), the CBA also contributed to a peer review of the IAIS on Insurance Core Principle 13 ‘Reinsurance and Other Forms of Risk Transfer’. Furthermore, the CBA hosted the IMF during the IMF Article IV mission (September and October).

Additionally, in 2025 the CBA received support from the UBS Group and BNP Paribas with the review of the investment portfolios.

3.2.3.4 Official visits

In 2025, the CBA attended numerous meetings and visits with partners such as DNB (March and June), AFM (April), Bank for International Settlements (April), Mr. Richard Doornbosch, President of the CBCS (May), and Mr. Timothy Antoine, Governor of the Easter Caribbean Central Bank (November).

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Section 4
Safeguarded by Our Governance, Risk Management, and Compliance

4.1 Governance

Purpose

Effective governance is a strategic anchor that underpins the CBA's contribution to Aruba's financial stability and economic resilience. Strong governance structures promote accountability, transparency, and institutional independence, which are core elements that enable the CBA to fulfil its mandate responsibly and effectively.

Established by law, the CBA functions as an independent public institution. Its management is entrusted to the President, assisted by two Executive Directors. Together, they form the Executive Committee (EC) that is responsible for executing the CBA's mandate as defined in the CBO. Oversight of the CBA's operations, asset management, and entrusted funds is carried out by the Board of Supervisory Directors (BoSD).

Regular collaborative meetings and support from internal committees and working groups reinforce effective oversight and sound governance practices. Adherence to laws, regulations, internal policies, and procedures—combined with robust risk-management frameworks—remains essential to safeguard the CBA's integrity and operational effectiveness.

4.1.1 Independent BoSD

The BoSD plays a central role in the CBA's governance framework. As an independent oversight body, it approves the annual budget, reviews and adopts the financial statements, and appoints the external auditor. Through independent oversight and informed decision-making, the BoSD enhances transparency, strengthens accountability, and reinforces public trust in the CBA's operations.

The composition of the BoSD remained unchanged. Ernst & Young Aruba continued to serve as the external auditor in 2025.

4.1.2 Continued collaborative meetings

Effective December 1, 2025, the President retired and an Interim-President has since assumed leadership. Throughout 2025, the EC convened weekly under the leadership of the President or Interim President. These meetings provided a structured forum for decision-making, consultation, and the exchange of critical information. Division managers (DMs) participated to ensure operational continuity and to support organization-wide knowledge sharing.

The BoSD also met regularly with the EC to discuss key topics, including financial performance, budget planning, project updates, economic developments, supervisory matters, and legal issues. Additionally, the Chairman of the BoSD and the President held weekly meetings to address ongoing concerns and emerging priorities.

4.1.3 Commitment to sound corporate governance

The CBA is firmly committed to maintaining strong corporate governance practices aligned with international standards and best practices. This commitment includes implementing effective checks and balances, ensuring due process, promoting transparency, and safeguarding institutional independence.

4.1.4 Supportive committees and working groups

The EC is supported by a network of internal committees and working groups. The internal committees are chaired by an EC member, while the working groups are chaired by a DM. These bodies enhance decision-making, strengthen oversight, and ensure alignment with the CBA's strategic objectives. The committees include:

1. *MPC*: the main objective is to determine an effective monetary policy with the aim of maintaining the fixed value of the Aruban florin relative to the USD.
2. *Foreign Exchange Policy Committee:* the main objective is to have an effective foreign exchange policy (framework) in place to manages available foreign exchange and monitor this in compliance with the CBO and the SOFET. It also monitors the proper collection of foreign exchange commission and exchange rate margin compensation.
3. *Investment Committee (IC):* Advises the President on investment strategies and policies to safeguard the CBA's financial assets, and monitors ongoing adherence to investment policies and guidelines.
4. *Risk Management & Compliance Committee (RMCC)*: Ensures that all material risks that the CBA is exposed to are properly identified and effectively managed, with the aim of safeguarding the adherence to CBA's legal mandate and strategic objectives. It also oversees compliance with applicable laws, regulations, contracts, guidelines, internal policies, and procedures.
5. *Strategic Committee:* Oversees the implementation of the CBA's strategic plan and monitors progress on strategic initiatives.
6. *Payment System Committee:* Promotes an innovative, secure, reliable, and efficient national payment system that is aligned with international standards, and advises the EC on further modernization of the payment systems.
7. *Corporate Information Security Committee (CIS-C):* Ensures the CBA maintains a robust information security framework aligned with international standards, while continuously strengthening CBA's cybersecurity practices.
8. *Pension Committee:* Evaluates the CBA's pension plan for legal compliance and benchmarks it against alternative options to recommend the most advantageous plan within regulatory boundaries.
9. *Financial Stability Committee*: Main objective is to have an effective macroprudential policy framework in place, with the aim to maintain stability and

soundness of the financial system and, thereby, promoting financial stability.

In addition to committees, several working groups support ongoing operational and strategic initiatives. Some, such as the Foreign Exchange Working Group and Corporate Information Security Working Group, focus on operational matters. Others, including the Working Group Processes, support long-term strategic priorities.

4.2 Risk Management

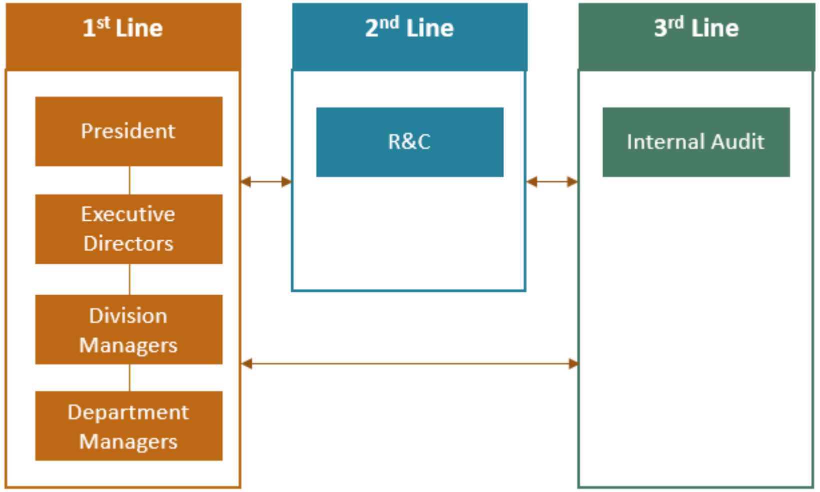
Key objectives

The integration of risk management into the CBA's strategic, financial, operational, and decision-making processes is essential for sound governance, the proper execution of its legal mandate, and the achievement of its strategic objectives.

4.2.1 Applied model

The CBA applies the Three Lines Model, as defined by the Institute of Internal Auditors, to identify and address potential events that, if materialized, may affect its ability to deliver on its legal mandate and strategic objectives, and damage its reputation and the trust of its stakeholders. The CBA's Three Lines Model is depicted in Figure 15.

Figure 15 - The CBA's three lines risk management model



The first line comprises the President, Executive Directors, Division Managers, and Department Managers. Division and Department Managers are responsible for the daily management of the operational risks of the CBA within the boundaries set by the EC. The President and Executive Directors, supported by the Strategy & Projects department, are responsible for managing the strategic risks of the CBA.

The second line is assigned to the R&C department. The R&C department is responsible for designing, implementing, and continuously improving policies and procedures to identify and mitigate the material risks the CBA is exposed to. The R&C department also advises the EC on risk management matters, solicited or unsolicited, and provides awareness sessions and training to management and staff to promote a sound risk culture within the CBA.

The R&C department reports to the Executive Director S&E and is responsible for overseeing that risk management is effectively embedded across the organization, and that all material and emerging risks are properly identified and managed in line with the risk appetite of the EC. The RMCC, among others, discusses and pre-approves new or amended policies and procedures in the areas of risk management and compliance before these documents are sent to the President for final approval.

The CBA has installed several committees to oversee the proper management of some specific material risks, including but not limited to the IC, which advises the President, among other things, on risks and mitigating measures related to the investment portfolio, and the CIS-C, in which the main risks related to information security, including cybersecurity risks, are discussed and decided upon.

The third line is assigned to the IA department. The IA department is, among others, responsible for providing independent and objective assurance on the design and operating effectiveness of risk management within the CBA and advising the President on how to improve risk management CBA-wide. The IA department reports directly to the President and has a reporting line to the BoSD.

4.2.2 Risk assessment

The CBA strives to conduct a Risk Assessment Survey (RAS) every 2-3 years to identify and assess the most significant risks the CBA is exposed to. The last RAS was conducted in 2024. As part of the RAS, all divisions must identify, evaluate, and prioritize the top risks within their division and report these to the R&C department. The R&C department reviews and discusses the collected data with the respective divisions and reports its findings and recommendations to the RMCC and EC.

Cybersecurity remains the number one enterprise-wide risk. The CBA has allocated substantial resources to this area to prevent disruptions of its IT systems and core processes arising from internal and external factors.

Another material risk for the CBA is the availability of sufficient and qualified staff to execute its core tasks and strategic projects, business continuity/IT-disruption, especially related to the payment system of Aruba (I-Pago). In addition, the dependency on third parties to support the CBA's operations is another material risk for the CBA.

4.2.3 Geopolitical risk

In 2025, one of the CBA's key areas of attention was the heightened geopolitical tension between the U.S. and Venezuela. The CBA's Crisis Management Team convened regularly to monitor relevant developments and discuss and assess potential implications closely.

At the request of the GOA, the CBA also conducted scenario analyses to assess the potential economic impact the U.S.–Venezuela tensions could have on Aruba.

Cybersecurity risks are considered a major threat to the operational resilience of the payment system. Although the

CBA is currently not designated as a vital organization at the national level, its role in operating the national payment platform (I-Pago) is essential to maintain the continuity of domestic and international payments.

Amid intensified geopolitical tensions, a global rise in cyberattacks targeting critical infrastructure, and rapid technological advancements - including the increasing use of Artificial Intelligence (AI) - the CBA recognizes the importance of sustaining and enhancing its cybersecurity capabilities. Throughout 2025, the CBA continued strengthening its IT and Information Security departments. The Information Security Department continued to raise cybersecurity awareness by delivering targeted training sessions and issuing alerts on ongoing cyber threats.

4.2.4 Incident management

According to its incident policy, CBA's management and staff are required to report incidents to the Risk & Compliance (R&C) department within 2 weeks after detection. An incident, according to the CBA's Incident Policy, is the materialization of an unwanted event that took place, was not promptly identified or stopped by the existing controls and procedures, and caused or could have caused damage or loss to the assets, operations, and/or reputation of the CBA.

The following table shows the reported incidents per impact area.

Table 3 – Reported CBA-incidents based on impact area

Impact area	**Number of incidents reported**	
	2024	2025
Financial	3	3
Operational	7	5
Reputational	8	7
Total	18	15

As illustrated in the table above, the number of reported incidents in 2025 (15) decreased slightly compared to 2024 (18). None of the reported incidents had a significant financial, operational, or reputational impact on the CBA.

The reporting of incidents helps the CBA identify deficiencies and vulnerabilities in its risk management and control systems and, where necessary, prompts the implementation of additional measures to prevent recurrence. In this respect, it's important to identify the root cause of the incident. The following table shows the reported incidents per root cause category.

Table 4 – Reported CBA-incidents based on root cause category

Root cause category	**Number of incidents reported**	
	2024	2025
People	9	14
Technology	5	1
Governance	2	-
External	2	-
Total	18	15

As shown in the table above, nearly all incidents reported in 2025 were related to the human aspect. To address the underlying root causes, the CBA raised awareness among the relevant employees and improved its procedures to avoid recurrence of the same types of incidents.

Outlook 2026

- The CBA strives to finalize its risk appetite statement and risk management framework.
- The CBA will evaluate its Incident Policy, which became effective November 2022, and update it where necessary.

4.3 Compliance

Sound business operations are a cornerstone for preserving the trust and confidence of the Aruban community, government, and other stakeholders in the CBA. Integrity involves consistently acting in conformity with applicable laws and regulations and according to the highest ethical standards. To foster a strong and integrity-driven ethical culture, management and staff are required, among others, to comply with the CBA's Code of Conduct.

In 2025, all management and staff members submitted a compliance statement in which they had to declare whether they complied with the CBA's Code of Conduct, disclose their external activities, if any, and any financial interest that may conflict with their tasks and responsibilities at the CBA. The R&C department reviews these annual compliance statements and reports its findings to the EC.

In 2025, the CBA also initiated the revision of its Code of Conduct. The updated Code of Conduct will more effectively articulate the principles that guide the professional and ethical behavior of the CBA's management and staff, including integrity, objectivity, professionalism, and independent judgment.

In 2025, the R&C department also evaluated and advised the President on twelve (12) requests to carry out external activities.

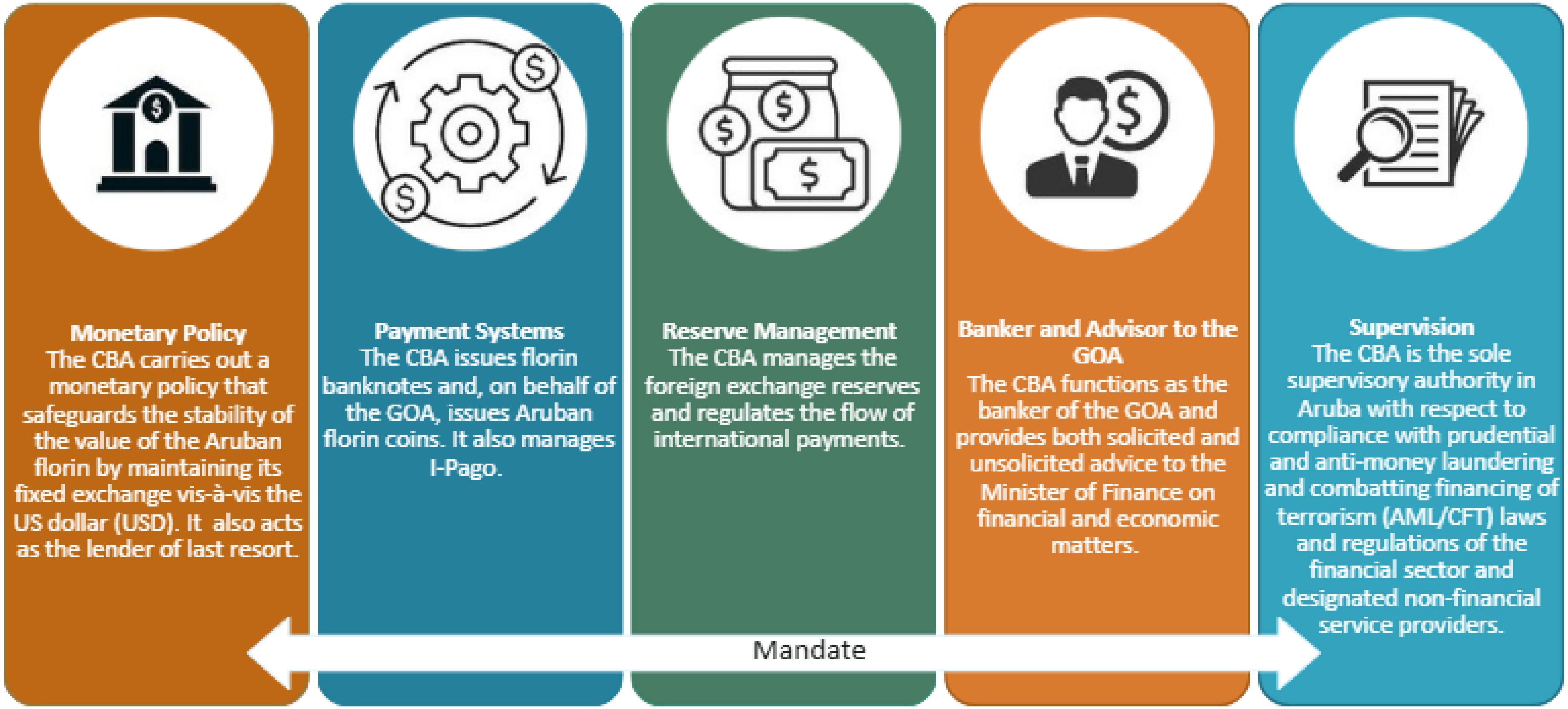
The R&C department also evaluated all gifts received in 2025 against the provisions as laid down in the Code of Conduct and advised the President on the matter.

Outlook 2026

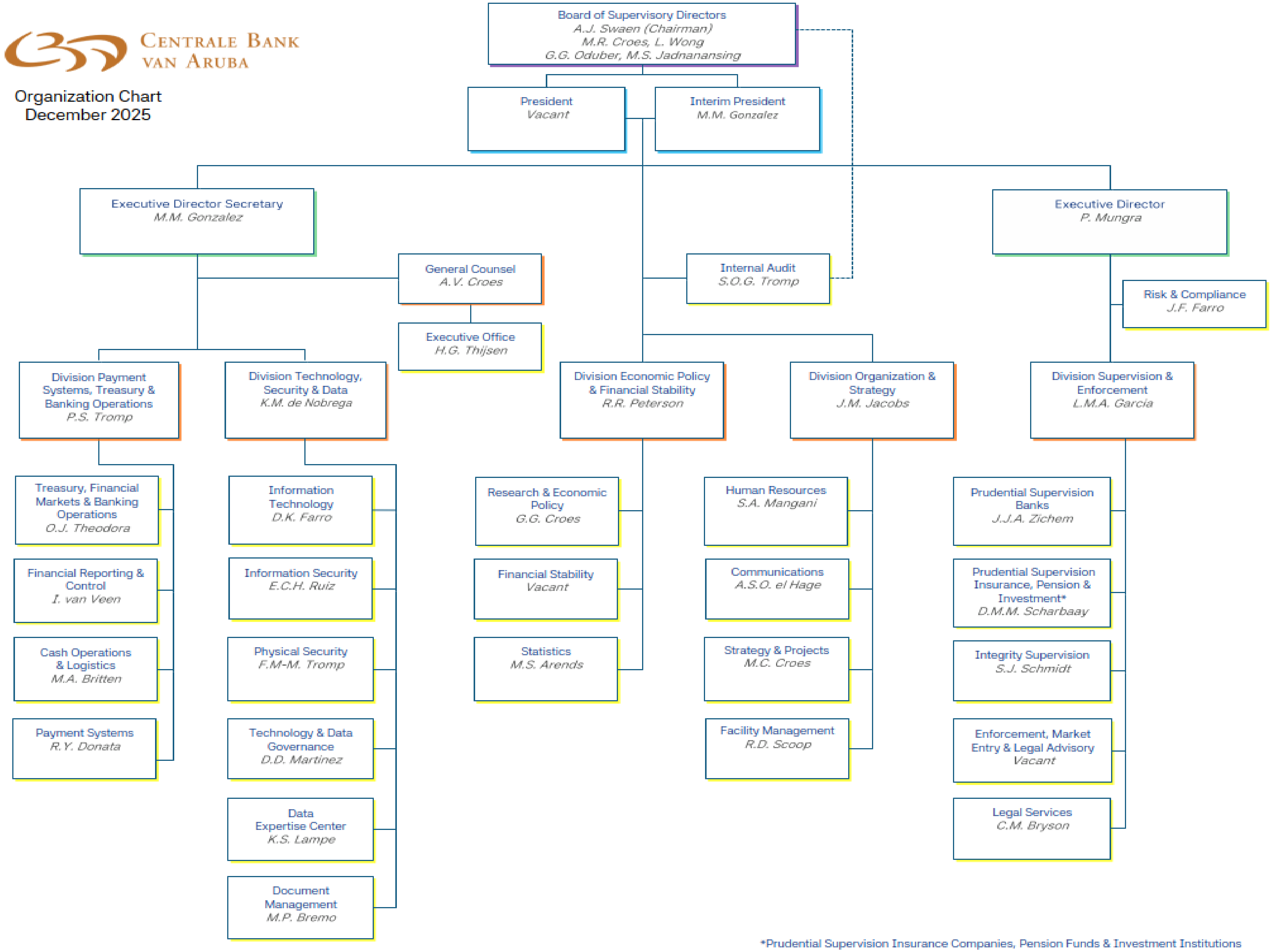
- The CBA will finalize its internal Anti-Money Laundering/Countering the Financing of Terrorism/Counter-Proliferation Financing (AML/CFT/CPF) policy document.
- The CBA will finalize the revision of its Code of Conduct.
- The CBA will evaluate its Compliance Statement Policy and Procedures and update it where necessary

Annexes

Annex 1 - Five core responsibilities of the CBA



Annex 2 - Organization chart December 2025



*Prudential Supervision Insurance Companies, Pension Funds & Investment Institutions

Annex 3 - List of abbreviations

AC	Audit Committee
AFM	Financial Markets Authority
AFTA	Aruba Fair Trade Authority
BoSD	Board of Supervisory Directors
CBA	Centrale Bank van Aruba (the Central Bank of Aruba)
CBCS	Central Bank of Curaçao and Sint Maarten
CBO	Central Bank Ordinance
CFATF	Caribbean Financial Action Task Force
CGBS	Caribbean Group of Banking Supervisors
CIS-C	Corporate Information Security Committee
CSR	Corporate Social Responsibility
DF	Directie Financiën
DIMP	Departamento di Impuesto (Tax Department of Aruba)
DM	Division Manager
DNB	De Nederlandsche Bank
EC	Executive Committee
FEC	Foreign Exchange Commission
FPN	Foro di Pago Nacional

FWG	Foro Working Group
GDP	Gross Domestic Product
GOA	Government of Aruba
IA	Internal Audit
IC	Investment Committee
IMF	International Monetary Fund
IT	Information Technology
MPC	Monetary Policy Committee
RAS	Risk Assessment Survey
RMCC	Risk Management & Compliance Committee
RR	Reserve Requirement
R&C	Risk & Compliance
U.S.	United States
USD	U.S. Dollar

Annex 4 - List of tables

Annex 5 - List of figures

Annex 6 - List of graphs

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