

2023 ANNUAL REPORT

 **AIR NAVIGATION
SERVICES OF ALBANIA**

AIR NAVIGATION SERVICES OF ALBANIA

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Company name:

ALBCONTROL JSC

Address:

P.O. Box 8172

Rinas, Tirana, Albania

Telephone:

+355 44 542 101

Email:

albcontrol@albcontrol.al

Website:

www.albcontrol.al

2023 FIGURES

Total Number of Flights	305,936 (20.93%)
International Departures and Arrivals	50,702 (31.17%)
Overflights	253,521 (19.25%)
Exempted	1,713 (-1.27%)
Peak of the Day	1,453 flights (15 July 2023)
Size of Controlled Airspace	36,000 km²

COMPANY PROFILE

HISTORY

ALBCONTROL is in charge of the public service of managing and controlling the airspace of Albania in full compliance with the national and international regulations of the air navigation services. Our company is a 100% state - owned joint stock company, property of the Ministry of Economy, Culture and Innovation, established since 1992.

ALBCONTROL is a member of EUROCONTROL since 2003. In 2009 ALBCONTROL joined CANSO and starting from January 2016, it is a full member of CANSO Region Europe.

VISION

The vision of ALBCONTROL is to be a modern company on the application of future aviation technologies to respond in a timely manner to the dynamic growth of air traffic, as well as to the requirements of the Single European Sky.

MISSION

The mission of ALBCONTROL SHA is to guarantee safe and quality air navigation services for all users of Albania's airspace.

MAIN ACTIVITIES OF ALBCONTROL

- ❖ Air traffic management (ATM)
- ❖ Communication, navigation and surveillance services (CNS)
- ❖ Aeronautical information services (AIS)
- ❖ Navigation
- ❖ Surveillance
- ❖ Meteorological services for air navigation (MET)

36,000 km² Controlled Airspace



MAJOR AIR SPACE USERS 2023

Major En-Route Air Space Users

TURKISH AIRLINES THY

AEGEAN AIRLINES

RYANAIR

EASYJET UK LIMITED

SAUDIA

WIZZ AIR HUNGARY LTD

BRITISH AIRWAYS BA

EMIRATES INTL

TUI AIRWAYS LIMITED

JET2.COM

Major Terminal Air Space Users

WIZZAIR

AIR ALBANIA

ALBAWINGS

LUFTHANSA AG

WIZZAIR UK

AUSTRIAN AIRLINES

RYANAIR

AIR SERBIA

AEGEAN

PEGASUS AIRLINES

AIR SPACE USERS SATISFACTION

CONSULTATION WITH USERS - IMS

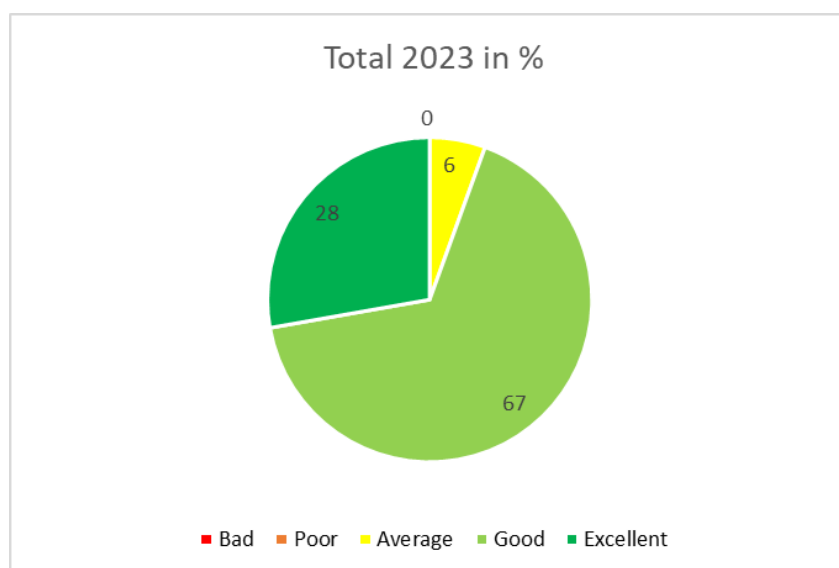
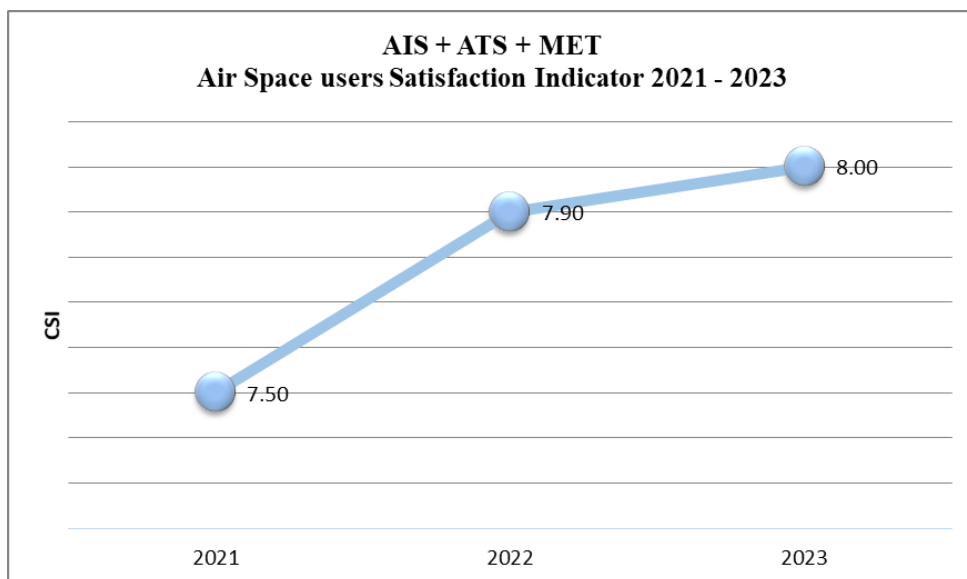
In order to ensure the optimal delivery of provisions of the air navigations services, ALBCONTROL obtains, every year, a large quantity of quality feedback, through a detailed Air Space Users Satisfaction Questionnaire from various airlines. This process enables ALBCONTROL to continuously improve services and adequately meet air space users expectations.

Always focusing on the safety, efficiency and cost effectiveness of the services of air navigation, ALBCONTROL uses the Air Space Users Satisfaction data to react proactively, to refine investments plans, and to improve operations & quality of service. This is done in order to be responsive to the air space users needs as they may change or develop.

Air Space users Satisfaction Indicator

AIS + ATS + MET

Year	Air Space Users Satisfaction Indicator
2021	7.5 / 10
2022	7.9 / 10
2023	8 / 10



INTERNATIONAL PARTNERSHIP

	The ICAO (The International Civil Aviation Organization), is a UN specialized agency, created in 1944 upon the signing of the Convention on International Civil Aviation (The Chicago Convention). Albania is a member since 1991.
	Albania has been a member of the ECAC (The European Civil Aviation Occupation Conference) since 1998. Its mission is the promotion of the continued development of a safe, efficient and sustainable European air transport system.
	EUROCONTROL (The European Organization for the Safety of Air Navigation) based in Brussels, is an intergovernmental Organization with 41 Member States, committed to building, together with its partners, a Single European Sky. Albania is member since 2002.
ECAA	Signed in 2006 the ECAA (The European Common Aviation Area), is an agreement with partners from South-Eastern and Northern Europe: Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, Serbia, Kosovo under UNSCR 1244, Norway and Iceland.
 canso civil air navigation services organisation TRANSFORMING GLOBAL ATM PERFORMANCE	Albania is a full member of CANSO since 2009. The Mission of CANSO is to bring the world's air navigation service providers, leading industry innovators and air traffic management specialists together to share knowledge, develop best practice and shape the future for secure and seamless airspace. Starting from January 2016 Albania is a full member of CANSO Europe Region.

SUPERVISORY BOARD

Genci Gjonçaj – Chairman of the Board

Viola Haxhiademi – Member of the Board

Merita Gurabardhi – Member of the Board

Ornela Cikuli – Member of the Board

Besart Kadia – Member of the Board

Idlir Gjata – Member of the Board

ORGANIZATIONAL STRUCTURE

Supervisory Board

- **Internal Audit**
- **Coordinator of the Network of Anti - Corruption Coordinators**
- **Director General:**
 1. **Economic Development Directorate**
 2. **Training and Licensing Directorate:**
 3. **Directorate of Relation with Third Parties**
 4. **DG Cabinet**
- 5. **Operational Division:**

ATM Directorate
Aeronautical Information Service Directorate

6. Technology Division

CNS Directorate (Communication, Navigation, Surveillance)
SMC Directorate (System Monitor Control)
IT Directorate
METEO Directorate
Maintenance Site and Power Supply Directorate

7. Safety, Quality & Security Division:

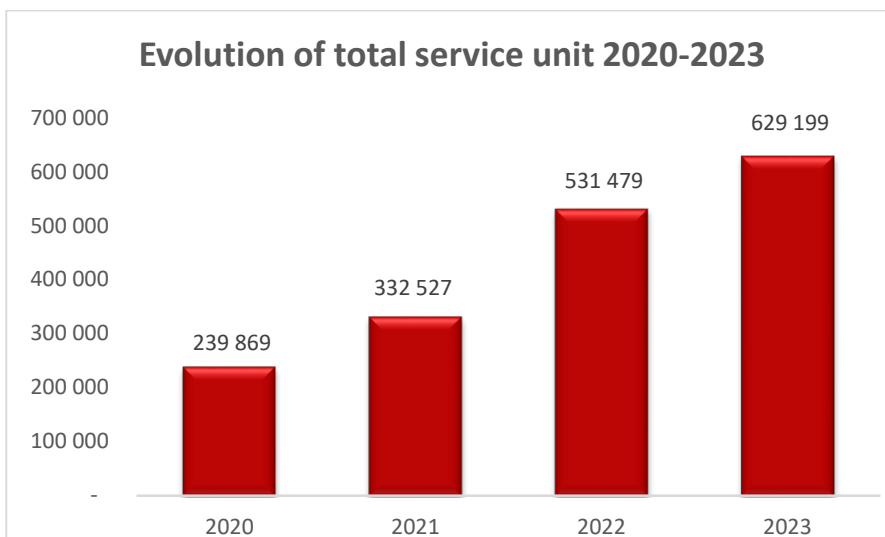
Safety Directorate
Quality and Standards Directorate
Security Directorate

8. Administrative Division:

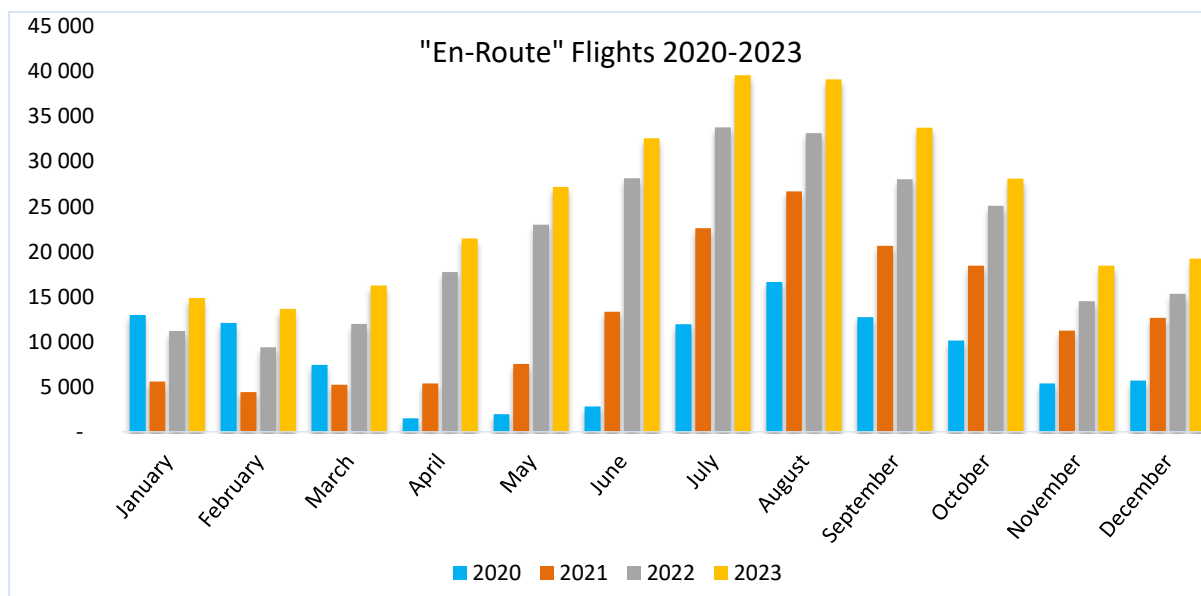
Human Resources Directorate
Legal Directorate
Support and Security Services Directorate
Financial and Accounting Unit
Procurement Unit
Competing Data Unit

PERFORMANCE INDICATORS

“En - Route” traffic and Service Unit 2023



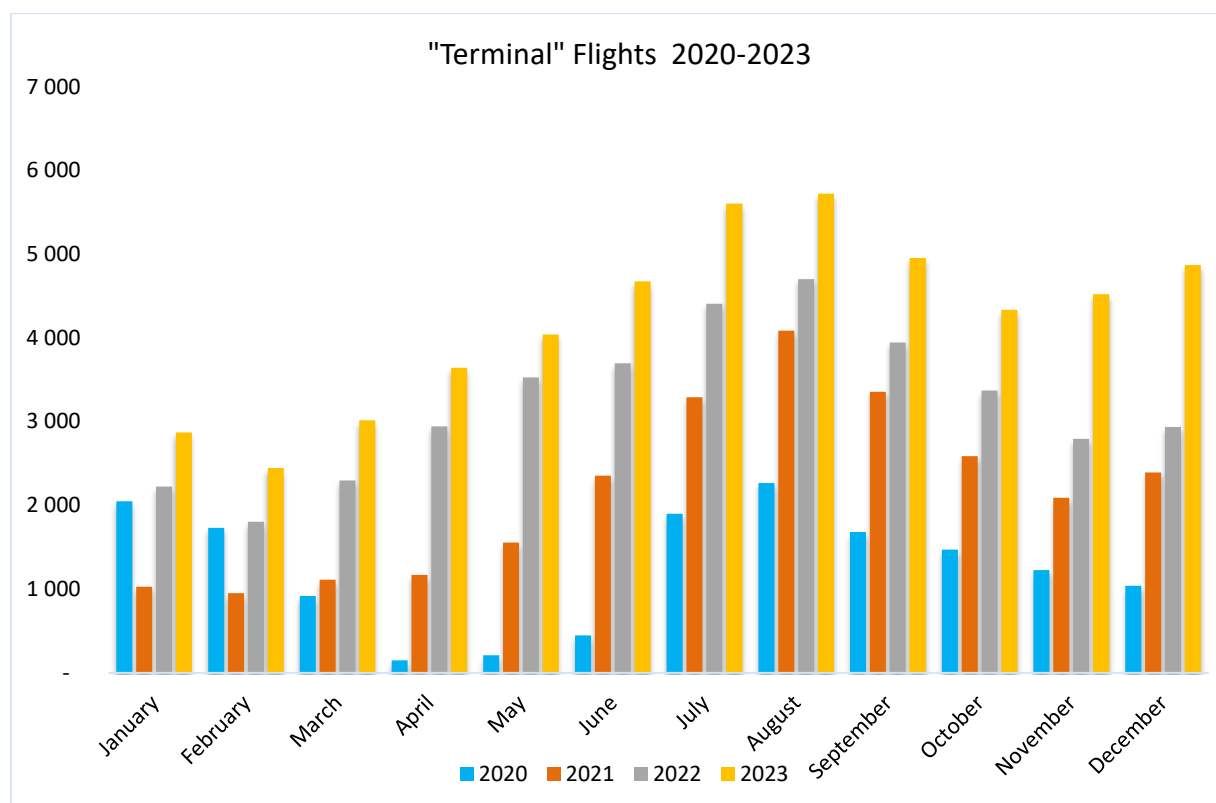
We are pleased to note that 2023 was a successful year, and this fact is substantiated by the data on traffic growth in the airspace under our responsibility in the period considered. The pandemic had a significant effect on air traffic operations in the previous 2 years (2020 - 2021), but the recovery was visible during 2023. The total number of Service Unit of 629,199 was way above our expectations and forecasts available. Service Unit growth was 18.4% when compared to 2022 and 89.2% higher than 2021 data.



Traffic growth was 21% when compared to 2022, and 200% up on 2020 traffic.

The volume of traffic has been stable during the year, it should be noted that Albania has seasonal volatility traffic with the peak during summer season, highest in July – August.

Terminal Flights



During 2023 Terminal flights increased significantly by 31.2% compared to the same period of the previous year. When in comparison with 2020, terminal flights increased by 236%.

It should be noted the steady increase in the number of terminal flights performed by our traditional users that perform for more than 30 years in Albania, along with the new ones. “WizzAir”, our biggest airspace user, during October 23, announced the addition of 2 aircraft to its Tirana base. The expansion allows the airline to introduce 2 new routes and frequency increases on 15 existing routes to Albanian.

Later this year, on 31 October one of the main low - cost carriers in Europe “Ryanair” started operations with 17 new destinations from Tirana Airport.

Charges for air navigation services provided by ALBCONTROL

In 2023, both charges for “en - route” as well as for terminal navigation services at “Mother Teresa” & “Kukës” International Airports, were set in accordance with the rules of EUROCONTROL, Law No. 96/2020 “Albanian Air Code” and Commission Implementing Regulation (EU) 2019/317.

During 2023 Albania continued to apply the principle of the full cost recovery method.

The “en - route” and “terminal” navigation charges in 2023 were in compliance with “The principles for establishing the cost - base for en route charges and the calculation of the unit rates”, issued by EUROCONTROL.

ALBCONTROL has been consistently applying an air space user oriented policy in setting charges for air navigation services. Prior to their final approval, the charges are consulted with air space users – organizations, representing the interest of users of air navigation services.

Consultations concerning the charges for “en - route” navigation service in 2023 have been held in November Session in accordance with the EUROCONTROL Principles. The Unit Rates were then approved by the Enlarged Commission.

Charges for “En-route” Navigation Services

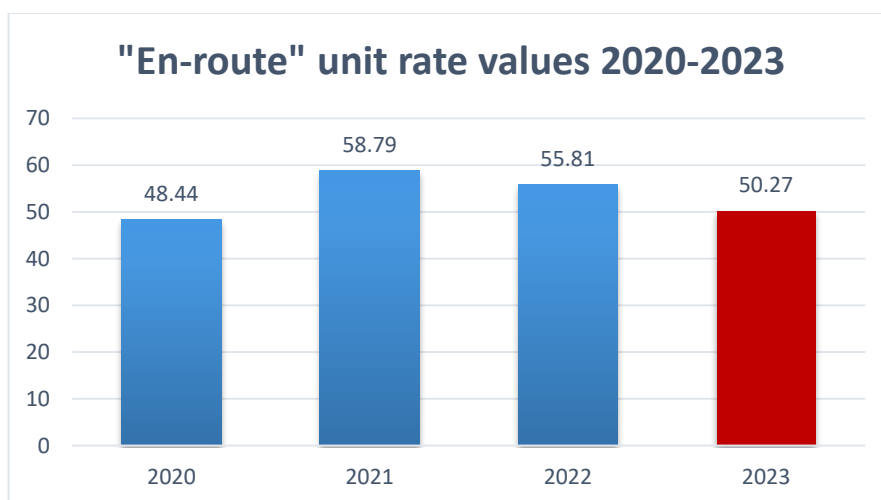
Since 2003 the “en - route” service charges are applied based on the rules established in the Multilateral Agreement Relating to Route Charges and EUROCONTROL principles. Consequently, the billing, collection, and recovery of charges for “en - route” navigation services are managed by the Central Route Charges Office (CRCO). The basis for calculation of the “en - route” navigation charges is the rate for Service Unit. The Service Unit is defined as the number of kilometers flown in airspace for the Albania Republic divided by 100, multiplied by the square root of one fiftieth of the maximum take - off weights of the aircraft (MTOW) in tons.

The basic unit rate for “en - route” navigation services in 2023 was set at 5,853 ALL = 50.27€ per Service Unit. The cost base was calculated in Albanian ALL. Compared to the 2022 basic unit rate, the 2023 rate (in €) represented a year-on-year decrease of 13.5%.

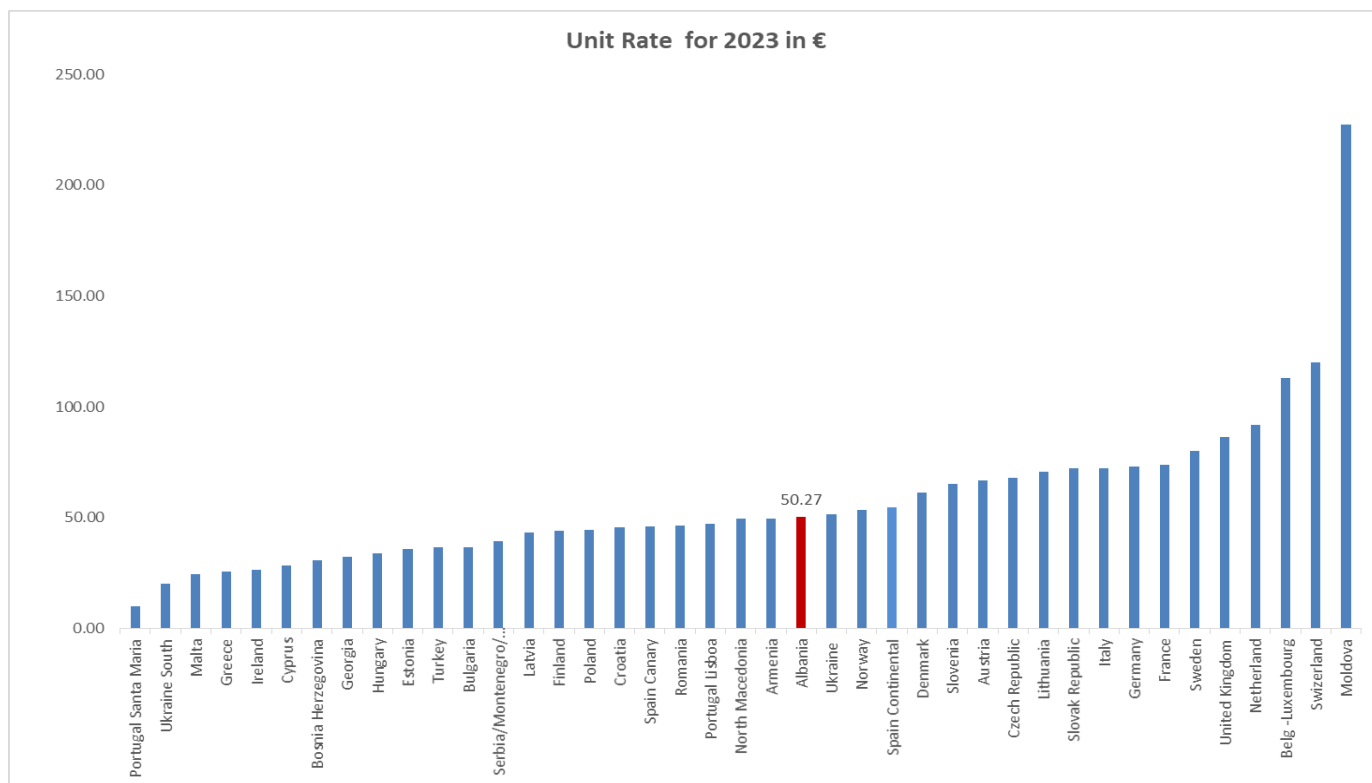
However the basic rate converted to the Euro, which is valid for a period of one year, is used for reference only, as the actual rates paid by users of services for a single calendar month depend on Euro/ALL exchange rate fluctuations during the year.

“En-Route” Unit rate

The following chart shows 2020 - 2023 “en - route” unit rates for Albania. Traffic continues to recover and chargeable service units have seen a significant growth this year. The increased confidence to travel is likely to have been a factor, along with the effects of the invasion of Ukraine, increasing our overflights. Costs remain lower than in 2019, and this coupled with the forecast increase in traffic produces a decrease in the unit rate in national currency of 13.5%, which in turn with strengthening of the LEK against the Euro gives a 9.9% reduction in the published unit rate of 2023.



The chart below provides an overview of basic unit rates for “en - route” navigation services charges by EUROCONTROL member states:



Charges for Terminal Navigation Services

From 1 January 2016, EUROCONTROL is entrusted with the collection of terminal charges on behalf of ALBCONTROL. The terminal charge is levied for each IFR flight departing from “Tirana” and “Kukës” International Airports.

The terminal charge “R” is calculated in accordance with the following formula:

$$R = t \times N$$

where “t” is the unit rate of charge and “N” the number of service units corresponding to terminal air navigation services made available.

The unit rate “t” is calculated by dividing the forecast number of total terminal service units for the relevant year into the corresponding cost - base for terminal services.

For a given departing flight, the number of service units in respect of terminal charges, designated “N”, is obtained by dividing by fifty the Maximum Take - off Weight (MTOW), expressed in metric tons, which is used for calculating the EUROCONTROL route charge for the flight concerned, to the power of 0.7.

The terminal unit rates of charge applicable from 1 January 2023:

Zone 1	Zone 2
Tirana International Airport (LATI)	Kukës International Airport (LAKU)
EUR 219.45	EUR 109.73

The rate of interest on late payment of terminal charges applicable from 1 January 2023 was 9.97% per annum.

Terminal charges are not subject to Value Added Tax (VAT).

Exempted Flights

The following flights are exempted from the payment of the terminal and “en-route” charge:

- Flight performed by aircraft of which the maximum take - off weight authorized is less than 2 (two) metric tons;
- Flights performed exclusively for the transport, on official mission, of the reigning Monarch and his/her immediate family, Heads of State, Heads of Government, and Government Ministers. In all cases, this must be substantiated by the appropriate status indicator or remark on the flight plan;
- Search and rescue flights authorized by the appropriate competent body;
- Military flights performed by military aircraft of any State;
- Flights performed exclusively for the purpose of checking or testing equipment used or intended to be used as ground aids to air navigation, excluding positioning flights by the aircraft concerned;
- Flights performed exclusively under VFR;
- Humanitarian flights authorized by the appropriate competent body.

SAFETY AND INTEGRATED MANAGEMENT SYSTEM

SAFETY MANAGEMENT SYSTEM

Safe and efficient management of air traffic is a critical aspect of an air navigation service provider's responsibilities. In this context, the foremost priority of ALBCONTROL is to ensure the safety and efficiency of air traffic in controlled Albanian airspace. This includes implementing a robust safety management system, conducting regular risk assessments, and adhering to international aviation safety standards and regulations.

The highest priority in ALBCONTROL is safety, that's why we are committed to maintain highest levels of safety and continuous its improvement. This section contains related information and quantitative and qualitative safety data that reflects the progress, achievements and challenges ALBCONTROL faced during 2023 to achieve the main goal, providing safe services for our air space users.

ALBCONTROL has safely and efficiently managed the traffic within the airspace of the Republic of Albania, which had a significant increase compared to 2022.

By integrating safety aspects into air traffic management practices, ALBCONTROL ensures the safe and efficient prioritization of air traffic, enhancing overall safety and operational effectiveness in the airspace.

The need for the safe management of the air traffic and at the same time, protecting our staff and services, has been ALBCONTROL's priority during this year.

SAFETY PERFORMANCE

Safe management of air traffic is a critical responsibility of an air navigation service provider. In this aspect, the safety performance of ALBCONTROL is a crucial issue that directly impacts the overall safety of air traffic operations. ALBCONTROL has its SMS and employ various measures and strategies to enhance safety performance, including safety policy, safety responsibilities, safety culture, safety risk management and mitigation.

Safety performance of ALBCONTROL is evaluated based on its ability to effectively manage safety risks, complying with national and international aviation regulations, requirements, standards, and best practices related to safety. This includes requirements of EU regulation 2019/317 "Laying down a performance and charging scheme in the Single European Sky", Annex 1.

SAFETY INDICATORS

In risk management efforts, the safety management system targets key indicators and past safety occurrences. This serves to reduce the number of accidents or serious incidents and includes “Lagging indicators” and “Leading indicators”.

Safety performance indicators for the year 2023 have been set based on the requirements of EU regulation 2019/317 “Laying down a performance and charging scheme in the Single European Sky”, Annex 1 and are based on the maturity of the safety management system “Leading Indicators” as well as performance monitoring indicators related to the “Separation Minima Infringement” and “Runway Incursion” events. These indicators are by Safety Committee of ALBCONTROL.

SAFETY KEY PERFORMANCE INDICATORS

As described in EU regulation 2019/317, this indicator is based on the performance and maturity of Safety management system at ALBCONTROL, a requirement of Ministry of Infrastructure and Energy’s Order 193/2022 as well as ALBCONTROL's Safety Manual, Chapter 12. ALBCONTROL has been basing this indicator for several years now on the survey that CANSO and EUROCONTROL carry out annually to the ANSPs in Europe, but more broadly, this survey focuses on measuring the maturity of the Safety management system based on filling out a detailed questionnaire, evaluating the answers from experts of these two institutions, sending the required evidence and conducting dedicated interviews with ALBCONTROL’s staff.

As described in EU regulation 2019/317, this indicator is based on the performance and maturity of ALBCONTROL's Safety management system, a requirement of MIE Order 193/2022 as well as ALBCONTROL's Safety Manual, chapter 12. Since we do not have other systems or processes to measure the level of safety maturity, ALBCONTROL has been basing this indicator for several years now on the survey that CANSO and EUROCONTROL conduct annually with ANSPs in Europe. This survey focuses on measuring the maturity of the safety management system based on filling out a detailed questionnaire, evaluating the answers from experts of these two institutions, sending the required evidence and conducting dedicated interviews with ALBCONTROL staff. The results of this survey are prepared in a detailed report for ALBCONTROL as well as for other ANSP and the global results are presented by CANSO at the annual Safety conference. During the year 2023, this questionnaire was also completed for period August - September 2023 and then the interviews were conducted during October 2023. The final report from CANSO was sent on 02.02.2024, the main results are presented like below:

Objectives	Years				
	2020 (KPI /actual value)	2021 (KPI /actual value)	2022 (KPI /actual value)	2023 (KPI)	2023 (KPI /actual value)
• Safety policy and objectives;	C/ D	D/ D	D/C	C	C/C
• Safety risk management;	C/ D	C/ D	C/D	D	D/C
• Safety assurance;	C/ D	C/ D	D/C	D	D/D
• Safety promotion;	C/ D	C/ D	D/C	C	C/C
• Safety culture.	C/ D	C/ D	C/D	D	D/D

In more details these results are presented in the table below:

Maturity Level Achievements 2023	2023
Lowest response to any question	C
Number of questions at the lowest response Level	9
Number of Questions at Each Level	2023
Level A (Informal Arrangements)	0
Level B (Defined)	0
Level C (Managed)	9
Level D (Resilient)	16
Level E (Excellence)	0

Achieved Maturity Level in each Study Area					
Study Area	Level (A-E)	Responses			BP/G P
		(A-E)			
SA1 – Safety Culture	D	D	D	D	
SA2 – Safety Policy	D	D			
SA3 – Safety Accountabilities	D	D			
SA4 – SMS Documentation	D	D			
SA5 – Safety Interfaces	C	C	D		
SA6 – Safety Risk Management	C	C	D		
SA7 – Fatigue-related Risk Management	C	C			
SA8 – Safety Reporting, Investigation & Improvement	D	D	D		
SA9 – Coordination of Emergency Response Plan	C	C			
SA10 – Safety Surveys and SMS Audits	D	D	D		
SA11 – Change Management	D	D			
SA12 – Training and Education	C	D	C		
SA13 – Safety Communication	C	D	D	C	
SA14 – Human Performance (TA)	C				
SA15 – Safety Performance Monitoring (TA)	C				
SA16 – Continuous Improvement (TA)	C				
Overall Maturity Level	C				

Based on the KPI set and approved by the Safety Committee for 2023, we have differences in some study areas, part of the survey, where level D is the highest level required by the regulatory basis, which shows full compliance of the SMS with the required standards and with ICAO Annex 19. Level E is a non-mandatory level and if this level is reached then the way of achieving this level in each of the areas part of the survey will be used or can be considered as “best practices” by other ANSPs. The chart below is a more complete reflection of the maturity level of ALBCONTROL's SMS at an implementation level of 83% (about 5% less than in 2022) at a time when the global average is at the level of 74%. For more in the table below and in the report prepared by CANSO/EUROCONTROL “ALBCONTROL – EUROCONTROL – CANSO 2023 SoE Measurement Report FINAL”.

ANSP
ALBCONTROL

C
Overall Maturity Level Achieved

83%
Maturity Score Achieved

CANSO
EUROCONTROL

2023 SoE in SMS Measurement Questionnaire

Maturity Level Achievements

C
Lowest Response to any Question

6
of Objectives with Lowest Maturity Level

Maturity Level	#SA	#Objectives
Level A (Informal Arrangements)		
Level B (Defined)		
Level C (Managed)	6	6
Level D (Resilient)	7	16
Level E (Excellence)		

Achieved Maturity Level in each Study Area

Study Areas					Transversal Study Areas			
Study Areas	Area Name	1	2	3	Maturity Level	Study Area	Study Area Name	Maturity Level
SA1	A Positive and Proactive Safety Culture	D	D	D	D	SA14	Human Performance	C
SA2	Safety Policy	D			D	SA15	Safety Performance Monitoring	C
SA3	Safety Accountabilities	D			D	SA16	Continuous Improvement	C
SA4	SMS Documentation	D			D			
SA5	Safety Interfaces	C	D		C			
SA6	Safety Risk Management	C	D		C			
SA7	Fatigue-related Risk Management	C			C			
SA8	Safety Reporting, Investigation and Improvement	D	D		D			
SA9	Coordination of Emergency Response Plan	C			C			
SA10	Safety Surveys and SMS Audits	D	D		D			
SA11	Change Management	D			D			
SA12	Training and Education	D	C		C			
SA13	Safety Communication	D	D	C	C			

This is a very positive result, achieved with great difficulty and in unfavorable conditions for the company, caused by factors outside the influence of ALBCONTROL, and maintaining this level will require, as so far, the maximum commitment to safety and with the same level and seriousness as so far from all the staff and management of ALBCONTROL.

SAFETY INDICATOR

Runway Incursion

The rate of runway incursions at an airport is calculated as the total number of runway incursions with any contribution from air traffic services or CNS services with a safety impact that occurred at that airport divided by the total number of IFR and VFR movements at that airport.

Year	Landing/Takeoffs Total	Runway Incursion	Rate	Rate/10.000
2015	21676	0	0,0000000	0,00
2016	23037	1	0,0000434	0,43
2017	25262	1	0,0000396	0,40
2018	26189	0	0,0000000	0,00
2019	29143	0	0,0000000	0,00
2020	15526	0	0,0000000	0,00
2021	27544	0	0,0000000	0,00
2022	38950	0	0,0000000	0,00
KPI 2023				0,14
2023 result	51050	0	0,0000000	0,00

We had no any Runway Incursion, so the values for the year 2023 are at acceptable levels and within the indicators defined and published in the document “SAFETY MANAGEMENT PLAN 2023” and approved by the SC (Safety Committee). These values are at acceptable levels taking into account the increased level in traffic for 2023 compared to 2022.

Separation Minima Infringement

“The rate of separation minima infringements within the airspace where the air navigation service provider provides air traffic services is calculated as the total number of separation minima infringements with any contribution from air traffic services, or CNS services with a safety impact divided by the total number of controlled flight hours within that airspace”.

Year	IFR	IFR Controlled Fligh hours	LOS IFR - IFR (A, B or C)	Rate	Rate/100000
2015	200570	40114	4	9,97158E-05	9,97
2016	185681	37136	2	0,0000539	5,39
2017	191533	38307	2	0,0000522	5,22
2018	201640	40328	5	0,0001240	12,40
2019	216727	43345	5	0,0001154	11,54
2020	102437	20487	0	0,0000000	0,00
2021	155544	31109	1	0,0000321	3,21
2022	250024	50005	11	0,0000439	4.39
KPI 2023					6.51
2023 results	254886	52676	4		

The above table is part of the SMI occurrences monitoring indicator as required by the regulatory framework. Taking into account the increase rate in traffic comparison to the previous years, these occurrences have been reduced falling within the performance indicators established and published in the "SAFETY MANAGEMENT PLAN" document and approved by the SC (Safety Committee).

SECONDARY PERFORMANCE INDICATORS

Number of occurrences according to their risk

In addition to their number, an important aspect for monitoring of performance is based on the risks of these occurrences. Regarding this aspect, we have the following results:

Year	Occurrence severity A	Occurrence severity B	Occurrence severity C
2013	1	1	6
2014	0	4	16
2015	0	0	8
2016	0	1	16
2017	0	2	10
2018	0	0	5
2019	0	1	95
2020	0	0	108
2021	0	0	103
2022 results	0	5	120
2023 (KPI)	1	2	-
2023 Result	1	1	177

These occurrences are significantly lower, comparing to the previous year, and are within the performance indicators published in the "SAFETY MANAGEMENT PLAN" document and approved by the SC (Safety Committee). The difference this year from the previous year is that these occurrences are of technical nature, while last year these occurrences were of operational nature.

ALBCONTROL SKPI Business Plan

Another aspect is the monitoring of Safety KPIs announced in the ALBCONTROL Business Plan. Based on the data collected we have the following results:

Year	Occurrence severity A	Occurrence severity B	Runway incursion ¹	Separation Minimum Infringement ²	Availability of voice Air/Ground	Availability of surveillance	Airspace infringement level
2023 result	1	1	0	4	100%	100%	1
Target 2023	1	2	0,14	6.51	99.99%	99.99%	1
2022	0	5	0	11	100%	100%	1
2021	0	0	0	1	100%	100%	0
2020	0	0	0	0	99.99%	99.99%	0
2019	0	1	0	9	99.99%	99.99%	0
2018	0	0	0	11	99.99%	100%	1
2017	0	2	1	5	100%	99.99%	4

QUALITY MANAGEMENT SYSTEM

During 2023, in regard to the Integrated Management System and the Time of Services and Costs Efficiency, ALBCONTROL was dedicated to maintain and constantly enhance the quality of the services to the air space users.

General achievements

The year 2023 marked a special year in the activity of the Directorate of the Quality and Standards as all the efforts to successfully complete the certification process for SES EU 2017/373, ISO 9001-2015 and ISO 14001-2015, ISO 45000-2018, ISO 27001-2013, ISO 20000-1:2011 certificates within the set deadlines.

¹ With any contribution from air traffic services, or CNS services with a safety impact

² With any contribution from air traffic services, or CNS services with a safety impact

The principles and advantages of the new (2015) versions of ISO 9001 and ISO 14001 standards are mainly oriented in some key directions that can be summarized as follows:

- Context of the Organization;
- Risk-Based Thinking;
- Documented Information.

It should be emphasized that during 2023, the Directorate of Quality and Standards in order to achieve the objectives for the implementation of the Integrated Management System in all the management structures and operational-technical of ALBCONTROL, increased its efforts in order to match the internal organization level and the required effectiveness of the monitoring work.

Key accomplishments during 2023

In order to conclude the preparations for the certification of the Quality Management System (QMS) and the Environmental Management System (EMS) referring to ISO 9001: 2015 and ISO 14001: 2015 standards respectively, the Quality and Standards Directorate conducted a full study and a gradual comprehensive preparation process.

This process was done firstly for the changes brought by the new versions of the standards in question, in order to take the concrete steps to promote and reflect in practice the relevant requirements in reference to all the services provided by ALBCONTROL. In this context, an important step was the improvement of the IMS documentation of ALBCONTROL, focusing mainly on updating the existing procedures and instructions. The development of the new documentation in full compliance with the standards and requirements will be performed based on the literature recommendations as well as the ongoing collaboration and consultation with the contractor. It was also possible to identify the procedures to be undertaken and to identify the procedures or instructions that would need to be updated in the near future.

The development of the new documentation in full compliance with the standards and requirements will be performed based on the literature recommendations as well as the ongoing collaboration and consultation with the TMC contractor. It was also possible to identify the procedures to be undertaken and to identify the procedures or instructions that would need to be updated in the near future.

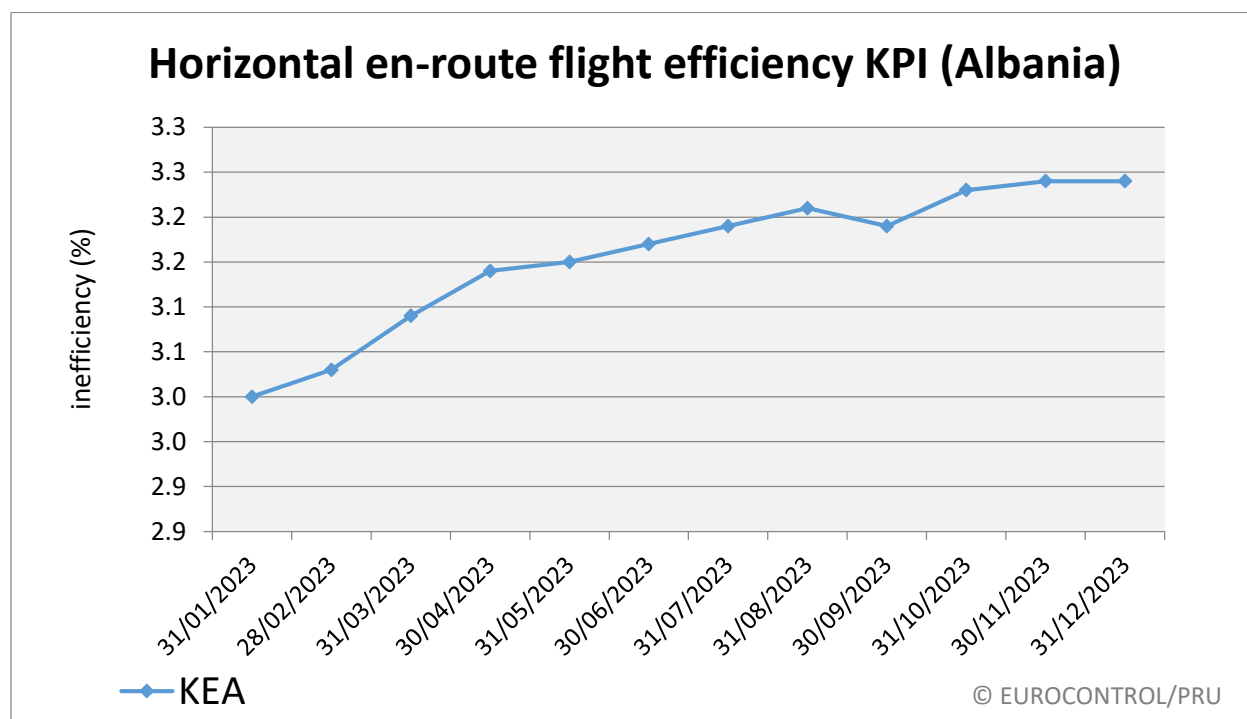
ENVIRONMENT

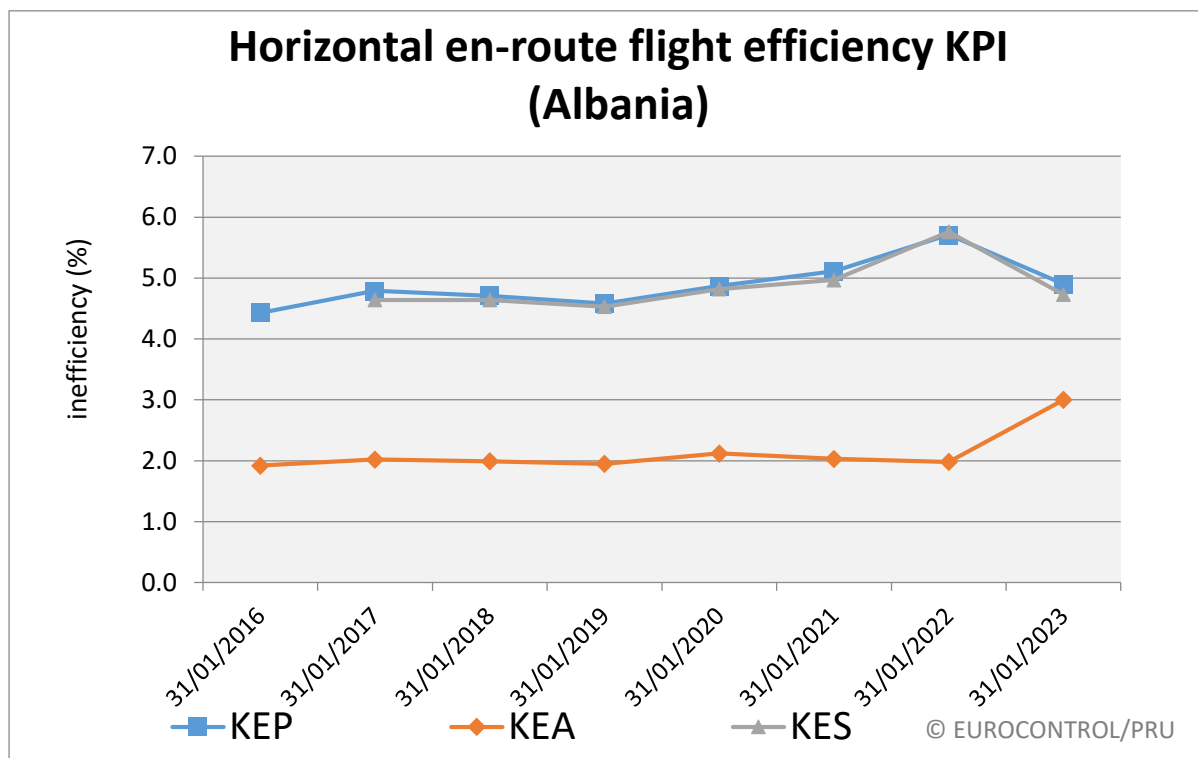
ALBCONTROL fulfilled an Integrated Management System related to the environment in accordance with ISO14001: 2015. In accordance with the SESAR 2020, ALBCONTROL aims to reduce CO₂ emissions and to have a positive impact on the air quality, noise level, water quality and wastes.

During 2023, ALBCONTROL continued its environment action plan program implementation, such as the waste separation, storage of the electronic devices and batteries. The Environmental policies and procedures were also updated accordingly.

Key Performance Indicator for Environment

Nr	KPI Code	Perspective	Key Performance Area (KPA)	Measure	Purpose	KPI Formula	KPI Target	Comments
1	ENVKPI#1	AIR SPACE USERS	Environment	Horizontal flight efficiency of actual trajectory (KEA) (Key performance Environment indicator based on Actual trajectory)	Provision of the services without great impact in the environment	As above	Reference values: • 2015: 1.91 • 2016: 2.01 • 2017: 2.00 • 2018: 1.95 • 2019: 2.12 • 2020: 2.02 • 2021: 1.98 • 2022: 2.91 • 2023: 3.29	
2	ENVKPI#2	AIR SPACE USERS	Environment	Optimizing the Environmental Performance	As Above	Total nr. of claims per year, from the inhabitants nearby the airport area	Only for monitoring	

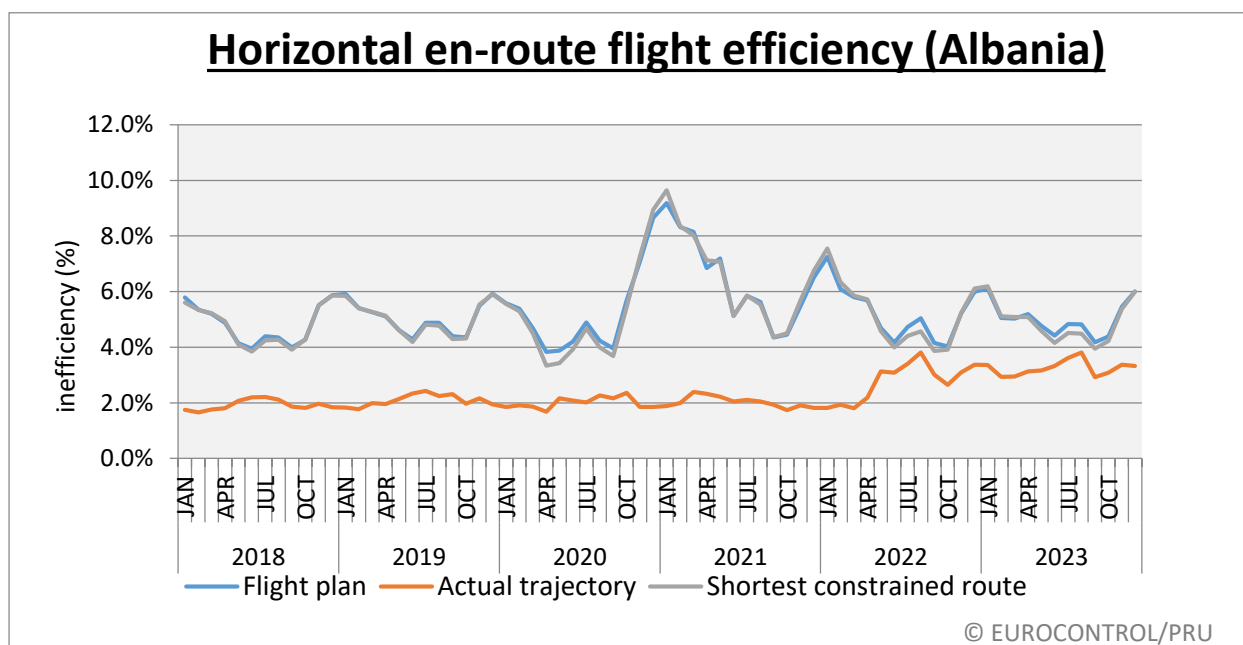




KEA. Key performance Environment indicator based on Actual trajectory. 3.29

KEP. Key performance Environment indicator based on last filed flight Plan. 4.82

KES. Key performance Environment indicator based on shortest constrained route available for flight planning. 4.63



(Data are taken from EUROCONTROL at <https://ansperformance.eu/data/>)

Information Security

Information Security

During the year 2023, ALBCONTROL has followed and conducted the necessary measures to ensure the conformity to the standards ISO27001 and ISO20001 related to the information security. ALBCONTROL has implemented and updated the documentation based on the standards and also carried out the controls and checks to maintain the conformity of each department and system.

An external audit was conducted in 2023 as scheduled for every year. The recommendations and findings pointed out by the external audit, were followed up and mitigated. ALBCONTROL has conducted a risk assessment process for every department. This risk assessment is conducted once a year, or when a major change happens in a department. When a new system is introduced in ALBCONTROL and before the implementation, a risk assessment is conducted by the Information Security Officer, whose insights are collected and documented during the whole implementation process.

The information security officer, in close collaboration with the IT Directorate aims to maintain the conformity for the information security of all the ALBCONTROL'S systems and equipment.

During 2023, ALBCONTROL carried out a Vulnerability Scanning for Public IP, on June 2023, by AKCESK Team. Also, the CSIRT (*Computer Security Incident Response Team*) group has increased security measures for IT recovery as well as critical systems.

KPI for IS for 2023

Nr	Measure	Purpose	Formula	Target	YEAR 2014	YEAR 2016	YEA R 2017	YEA R 2018	YEA R 2019	YEA R 2020	YEA R 2021	YEA R 2022	YEA R 2023	Perform ance areas	Source of data
1	IT Security	Reports/ Requests of usb access	Maximum Level of risk	1	2	1	1	3	2	2	4	9	11	IT Security	Information Security Risk Analyze
3	IT Security	Virus detection from Antiviruses	Maximum Level of risk	500	2481	10	334	197	832	176	193	98	9	IT Security	Information Security Risk Analyze
4	IT Security	Email service disconnection	Maximum Level of risk	0	1	0	0	0	0	0	1	1	0	IT Security	Information Security Risk Analyze
5	IT Security	Risk Assessment	Maximum Level of risk	0	1	1	1	1	3	1	1	5	2	IT Security	Information Security Risk Analyze
6	IT Security	Information Security Incidents	Maximum Level of risk	0	1	0	1	3	1	1	3	1	1	IT Security	Information Security Risk Analyze
7	IT Security	Penetration Test	Maximum Level of risk	2	1	0	0	0	0	1	0	1	1	IT Security	Information Security Risk Analyze
8	IT Security	Training	Maximum Level of risk	3	1	1	1	1	1	0	0	3	5	IT Security	Information Security Risk Analyze

The activity of the ATM Security in ALBCONTROL during 2023, was focused on the fulfillment of the national legislation requirements regarding the security aspects in the civil aviation, and more specifically in the ATM field. As such, the ATM Security Directory has been subject to several security inspections performed by the Albanian CAA.

The security systems have been checked periodically by performing foreseen drills. Several security awareness sessions have been held during 2023, providing relevant information on the ATM Security.

Procedures and manuals were updated defining the specific requirements to be followed from the staff, in order to assure the protection of the information. The implementation of the requirements is strictly monitored through periodical audits.

OPERATIONS

1. Implementation of new RNP for “Mother Teresa” Airport.

Operational Division made an implementation of new RNP procedures with LNAV and LNAV/VNAV minima.

To this end, the following products were delivered for the benefit of the airlines:

- RNP procedures for WY 35/17;
- Review of the existing ILS Procedure for Runway 17;
- Review of STAR RNAV for RWY 17/35.

The following activities were carried out to put them in operation:

- Optimization and adaptation of the ATM System;
- Renewal of the Local Operational Procedures;
- Training of Air Traffic Controller for new RNP procedures.

2. ATM Expert sector.

- RNAV Holding for both direction of the runway;
- change for missed approach procedures for ILS and VOR 17/35;
- change of the procedures for VFR flights operating inside Tirana CTR;
- cross border weather procedures;
- implementation of OLDI with Kerkira;
- finalization Free Route Airspace with Brindisi;
- LEIDOS project for the new build of operational system SKYLINE;
- Opening of Ground position in Tower;
- Speed limitation for landing aircraft in LATI;
- issue of TOI for adaptation of the RNP into the Skyline system;
- operational manuals for Vlora airport (TWR/APP).

For all the activities this sector have issued Temporary Order Instruction in order to facilitate the controller work, checked the implementation and adaptation of Skyline. This sector also have participated in different meeting organized by EUROCONTROL.

3. ASM Sector.

ASM sector during the year has followed all the military activities which have requested airspace reservation for various exercises (NATO and National Armed Forces exercises).

4. FMP sector.

- Cooperation with the working group according regarding technical specifications for Build10 as well as proposals for new system properties;
- Coordination with NM for the opening of the DEP BKPR option from KUKAD/ARBER;
- RAD improvements as needed like FRAIT for SECSI FRA merge case, OLDI tests;
- Preparation of PREVAL tests for joining FRAIT with SECSI FRA;
- Tests for establishing the OLDI connection with KRK;
- Follow up of SECSI FRA;
- Completing tasks as a contact point for ICARD;
- Coordination with ICAO for new points in ICARD as appropriate;
- Contacts with the operators for planning in our space, WZZ, RYR, SAS, EZY, FDB, etc.;
- Contacts with NM for issues with FSA for DEP LATI;
- Declaration of sectorisation for each season in NM.

5. Operational capability of Vlora International Airport.

After the finalization of the Master Air Navigation Development Plan for Vlora International Airport, we started the development of operational procedures for VIA. Based on that, we prepared:

- the concept of operations for VIA;
- the design of instrument approach procedures (TMA, CTR, SID & STAR);
- Development of operational manuals for TWR and APP;
- operational specifications for the new landing system MLAT/ADS-B.

6. Revision of operational manuals and LoA-s.

- Renewal of “MATM Part I” was reviewed to reflect the recommendations of MIE order 193 and EU regulation 373;
- Renewal of “MATM Part II” was reviewed to reflect changes and be in compliance with the MATM PART I;
- “Supervisor handbook” was drafted and released as new edition to detail the steps to be followed by supervisors on how to handle different situation;
- Operational Concept and Operational Instructions for the new position in Tirana Tower (GND), LoA with SAR was reviewed to reflect the new airspace changes;
- Operational Concept for speed limitation during approach phase.

Aeronautical Information Services (AIS)

The AIS ensure the provision of aeronautical data and aeronautical information necessary for the safety, regularity and efficiency of air navigation.

The AIS receive, collate or assemble, edit, format, publish, store and distribute aeronautical data and aeronautical information concerning the entire territory of Albania as well as those areas over the high seas in which Albania is responsible for the provision of air traffic services.

The AIS ensure that aeronautical data and aeronautical information are available in a form suitable for the operational requirements of the air traffic management (ATM) community, including for:

- 1) Personnel involved in flight operations, including flight crews, flight planning, and flight simulators;
- 2) ATS providers responsible for flight information service, and
- 3) the services responsible for pre-flight information.

The AIS provide 24-hour services for NOTAM origination and issuance in the Tirana FIR and for pre-flight information needed in relation to route stages originating at the aerodrome/heliport in the Tirana FIR.

The AIS obtain aeronautical data and aeronautical information to provide pre-flight information service and to meet the need for in-flight information:

- a) from the aeronautical information services of other States;
- b) from other sources that may be available.

The AIS make available to the AIS of other States aeronautical data and aeronautical information required by them.

The AIS ensure that procedures are in place to assess and mitigate safety risks to aviation arising from data and information errors.

Aeronautical information is provided in the form of aeronautical information products either as digital data sets or as a standardised presentation (AIP, including AIP amendments and AIP supplements, AIC, aeronautical charts and NOTAM) in paper or electronic media.

The AIS distribute available aeronautical information products to those users who request them and make available the AIP, AIP amendments, AIP supplements, NOTAM and AIC by the most expeditious means.

The AIS ensure that personnel responsible for the provision of aeronautical data and aeronautical information is adequately trained, competent and authorised for the job they are required to do.

Automated pre-flight information systems are used to make aeronautical data and aeronautical information available to operations personnel, including flight crew members, for self-briefing, flight planning and flight information service purposes.

The AIS ensure that tools and software used to support or automate aeronautical data and aeronautical information processes perform their functions without adversely impacting on the quality of aeronautical data and aeronautical information.

The aeronautical information products and services provided by AIS are the source for all airspace users requiring aeronautical information for air traffic management as well as preparing and conducting flight operations.

TECHNICAL DIVISION

The Division of Technology ensures the required infrastructure, CNS, ATM, and MET systems/equipment for the units that provide Air Traffic Services within the area of responsibility where ALBCONTROL operates, and also offers meteorology services. These activities are performed by the Division of Technology through managing its own human resources, setting KPI-s for these services related to availability, reliability, integrity, and continuity, monitoring them, and taking necessary actions to achieve these KPI-s.

The work scope of the Division of Technology involves the maintenance of operational systems and equipment throughout their entire lifecycle, including installation, commissioning, maintenance, repair, improvement, operation and monitoring, modification, calibration, and decommissioning. Objectives are achieved through drafting technical specifications, training ATSEP and MET staff, creating and updating procedures, and keeping close communication with manufacturers of the systems and equipment in use. Maintenance of the stations where the operational equipment and systems are installed, as well as power sources, conditioning of work environments, and technical areas, is a critical part of the required infrastructure, which is also included in the activities of the Division of Technology.

IT infrastructure and services is another activity carried out by the Division of Technology. This infrastructure supports all ALBCONTROL staff and is also extensively extended to the operational part in providing B2B services.

Activities and projects developed during 2023

1. New Projects and Implementations:

- Implementation of REV messages with Athens;
- Implementation of FMTP OLDI with Athens on the New PENS network;
- Implementation of FMTP OLDI with Corfu on the New PENS network;
- Implementation of new departure codes from LATI;
- Implementation of new LOA-s with Brindisi, Belgrade, Athens, and Macedonia;
- Implementation of the Ground sector;
- Implementation of REV messages with Belgrade;
- Implementation of Skyline Build 9.6;
- Implementation of new RNAV STAR procedures for RWY17 and RWY35;
- Implementation of new HOLD procedures for RWY17 and RWY35;
- Implementation of new RNP procedures for RWY17 and RWY35;
- Implementation of new MSRNP procedures for RWY17 and RWY35;
- Implementation of remote monitoring of equipment/systems at LAKU tower from the SMC LATI monitoring center;
- Transmission transition between 2 centers Albcontrol and Budapest, Pristina in IP technology;
- Development and improvement of the Skyline System – ongoing;
- Radar data sharing with Brindisi - Agreement signed, network configuration via NewPENS for SUR data transmission;
- Changes in numbering and layout in VCS to align with LOAs with neighboring countries;
- Update of the Site Band component of the VOR equipment and implementation of “BIRD TUBE” in LOC 2100 equipment - ongoing, to be completed in September 2023;
- Transfer of METEO service to the Operational Building – ongoing;
- Upgrade and configuration of servers providing WAF and DUO services;
- Configuration of 3-year Wildcard SSL licenses;
- Joint projects at the company level: CONOPS for Vlora Airport, Implementation Plan, and Safety Assessment for VIA.

2. Preparation of Technical Specifications:

- Technical specifications for the development and improvement of the Skyline System;
- Technical specifications for the MLAT project for TMA Tirana and TMA Vlora;

- Technical specifications for IT network security;
- Technical specifications for air-based calibration procedures;
- Technical specifications for the ALADIN service;
- Technical specifications for the construction of the new ALBCONTROL website.

3. Execution and monitoring of contracts

- Maintenance contract for Skyline;
- Maintenance contract for VCS Garex;
- Maintenance contract for VCR Ricochet;
- Lease contract for Kukës Tower;
- Contract for “Maintenance, technical support, license renewal for VOIP system, Cisco, Wireless, Teleconference, and IT network maintenance services”.

4. Periodic Activities:

- Monitoring and control of CNS/ATM/MET/SMC, electrical, MKZ, HVAC, and MM800 systems, as well as other systems at Kukës airport;
- Preventive maintenance on CNS/ATM/MET/SMC systems/equipment, electrical systems, MKZ, HVAC, and MM800 according to current procedures;
- Maintenance of Rinas, Mali i Krujës, Porto Romano, Arameras sites from the perspective of territory, power supply, generators, UPS, surveillance camera systems, fire protection systems, and air conditioning;
- Generation, control, and publication of METEO products for LATI and LAKU;
- Maintenance and user support for IT services/systems, CCTV, antivirus, HyperV, AD, Exchange, servers, PCs, printers, networks, etc.;
- Updating information on the company website;
- Troubleshooting technical occurrences in systems/equipment;
- Monitoring, control, and implementation of ACESK recommendations related to cybersecurity.

5. Training:

- Conducting basic training for new ATSEP/COM/NAV/SUR/DAT/SMC staff.
- Conducting qualification training for new ATSEP/COM/NAV/SUR/SMC staff.
- Conducting refresher training for ATSEP/COM/NAV/SUR/DAT and ATSEP/SMC staff.
- Reevaluation of competence for ATSEP/SMC staff.
- Cybersecurity training for all Albcontrol staff.
- Training new AIS staff on CNS, DATA, FDP, and SDP modules.

6. Other Activities:

- Updating all manuals and procedures of the Division of Technology in accordance with the new structure;
- Updating all job descriptions of the Division of Technology staff in accordance with the new structure;
- Drafting the new recruitment procedure for ATSEP personnel;
- Reviewing the recruitment procedure for METEO personnel;
- Preparing bi-monthly reports on system performance based on KPIs defined in OLA;
- Updating the Unit Safety Case for CNS, ATM, and MET systems;
- Preparing documentation related to findings and recommendations of the AAC audit in accordance with new requirements and formats (root cause, action plan, implementation, follow-up);
- Implementing recommendations from internal and AAC audits.

HUMAN RESOURCES POLICY

The role of the Human Resources Directorate is to properly manage activities that include workforce planning, hiring (recruitment and selection), induction and orientation, promotion and completion. The overall objective here is to ascertain the growth, development and individual effectiveness which indirectly contribute to organizational development.

The Directorate of Human Resources undertakes a series of procedures and administers them to achieve its objectives and the best possible performance of employees, such as:

1. Recruitment, Selection and Appointment

All the employees of ALBCONTROL are recruited based on merit, the equal opportunity and non-discrimination principles and according to the norms set out in the “Human Resources Manual”; Regulation for the recruitment of METEO personnel; Regulation for the recruitment of Air Traffic Controller; Regulation for the recruitment for AIS personnel.

2. Staff Satisfaction Questionnaire

The main goal of this questionnaire is to help the Human Resources Directorate (HRD) in identifying the needs of the human resources in ALBCONTROL JSC and the potential improvements required in order that the staff performance at work to be of high level and in line with the company’s goals and objectives. Annual Staff Satisfaction Questionnaire 2023 was conducted in December and its results were presented and discussed in the Management Review Meeting.

SIGNIFICANT EVENTS AND SOCIAL RESPONSIBILITY COMMITMENT

Donate Blood – Save a Life

Like every year, ALBCONTROL responded positively to the call of the Albanian Red Cross to donate blood for children suffering from thalassemia.

Once again, the staff of ALBCONTROL showed great empathy in helping children in need.

This activity took place on the 12 July 2023 in ALBCONTROL premises.

Our company is committed to social responsibility and it is fully engaged in overcoming common challenges, and we consider helping the people in need, especially children, a very important matter.

EXTERNAL AND INTERNAL TRAININGS FOR 2023

1. Training courses for all the ALBCONTROL employees:

- Safety Awareness Management Systems;
- Quality Awareness Management Systems;
- General Security Awareness Training;
- Qualification Program “QES Representative (quality, environment, safety) - SMOMT;
- Qualification Program “QES Representative (quality, environment, safety)” – EMS – Environmental Management Systems;
- Qualification Program “QES Manager (quality, environment, safety)” – QMSPR – Project Management;
- Qualification Program “QES Manager (quality, environment, safety)” – RB – Risk Management Representative;
- Qualification Program “QES Manager (quality, environment, safety)” – RM – Risk Manager;
- Qualification Program “QES Manager (quality, environment, safety)” – BCMM – Business Continuity Management;
- Qualification Program “QES Manager (quality, environment, safety)” – QMA & QMAL - Lead Auditor;
- Security Culture for all employees;
- Cyber Security for all employees.

2. Training courses for all the Operational Division employees:

- HUM- CCA – REFRESHER;
- HUM- OJTI – REFRESHER;
- HUM - OJTI Course;
- HUM – SUP – REF;
- HUM CCA;
- TWR Emergency Refresher Training;
- ACS/APS Emergency Refresher Training;
- ACS Emergency Refresher Training;
- UAS – ATM.

3. Training courses for the Technology Division employees:

- ATSEP OJTI Course;
- SUR PREDICT Course ;
- ATSEP QUAL Course.

FINANCIAL AND INVESTMENT

Statement of Financial Position of ALBCONTROL JSC

As of 31 December 2023

In ALL

	Notes	december 31, 2023	december 31, 2022
Assets			
Non-Current Assets			
Fixed Assets	5	3,432,941,616	3,818,320,156
Non-Current Assets invested	6	243,502,271	243,502,271
Other Non-Current Financial assets	7	324,525	1,050,297
Investments in participation	8	29,532,152	29,532,152
Non-Current deferred expenses	9	15,950,000	5,250,000
Total Non-Current Assets		3,722,250,564	4,097,654,876
Current Assets			
Inventories	10	29,230,627	11,320,272
Net receivables	11	10,385,744,284	6,748,776,109
Other Current assets	12	116,913,927	98,284,358
Prepayments and deferred expenses	13	106,596,944	59,922,609
Cash and cash register and in the bank	15	4,065,377,912	1,146,531,500
Deferred tax	14	34,370,651	-
Total Current assets		14,738,234,346	8,064,834,848
Total Assets		18,460,484,910	12,162,489,724
EQUITY			
Share capital		5,957,429,000	5,963,417,000
Revaluation reserve		414,333,314	421,282,255
Legal reserve		174,926,174	143,587,209
Other reserves		159,346,722	174,096,701
Retained Earnings		338,945,137	331,996,195
Gain exercise		28,690,112	16,589,457
Total Equity	16	7,073,670,459	7,050,968,817
LIABILITIES			
Non-Current Liabilities			
Long-term loans	17	5,421,200,000	2,000,000,000
Deferred tax	30	-	4,302,384
Deferred income grants and other obligations	18	857,640	886,259
Total Non-Current Liabilities		5,422,057,640	2,005,188,463
Current Liabilities			
Accounts payable	19	1,264,769,876	1,121,273,598
Short-term loans	17	2,000,000,000	421,200,000
Profit tax	29	9,982,923	17,200,355
Other current liabilities	20	94,409,506	80,658,311
Pending account, income to receive	21	2,595,594,507	1,466,000,000
Total Current Liabilities		5,964,756,811	3,106,332,264
Total of Liabilities		11,386,814,451	5,111,520,907
Total Equity and Liabilities		18,460,484,910	12,162,489,724

The Financial Statements should be read in conjunction with the notes, which are an integral part of these financial statements.

Financial Statements for 2023
ALBCONTROL JSC, J61908011H
Statement of Financial Performance (by nature)
In ALL

	Notes	For the year ended December 31, 2023	For the year ended December 31, 2022
Incomes	22	3,272,030,966	2,733,681,178
Other incomes	23	1,371,089	2,008,618
Raw and consumable materials	24	(53,651,644)	(61,600,966)
Staff costs	25	(1,007,208,195)	(876,634,132)
Depreciation of accounts receivable	26	(914,362)	(24,868,538)
Depreciation costs	5	(650,292,304)	(757,406,180)
Other expenses	27	(798,448,830)	(708,238,576)
Operating profit³		762,886,720	306,941,405
Financial income	28	19,642,180	31,782,438
Financial expenses	28	(782,528,900)	(338,093,437)
Net financial expenses		(762,886,720)	(306,310,999)
Profit before tax		0	630,406
Income tax expense	29	28,690,112	15,959,051
Deferred taxes		38,673,035	33,159,406
Profit tax expenses		(9,982,923)	(17,200,355)
Net profit for the period from ongoing operations		28,690,112	16,589,457
Discontinuous operations			
Net profit for the period from ongoing operations		28,690,112	16,589,457
Net profit for the period		28,690,112	16,589,457
Comprehensive income		-	-
Total comprehensive income		28,690,112	16,589,457

The Financial Statements should be read in conjunction with the notes, which are an integral part of these financial statements.

³ profit/loss for ALBCONTROL has to be understood as “over recovery” as defined in the adjustment mechanism of EUROCONTROL Principles.

Financial Statements for 2023
ALBCONTROL JSC, J61908011H
Statement of Changes in Equity
In ALL

	Share capital	Revaluation reserve	Other reserves	Legal reserve	Retained earnings	Total
Financial position on January 1, 2022	5,953,141,000	422,069,655	143,586,529	174,096,701	331,208,796	7,024,102,681
Result for the period					16,589,457	16,589,457
Capital increase	-	-	-		-	-
Transfer to legal reserve	10,276,000	(787,400)	680	-	787,400	10,276,680
Financial position as of December 31, 2022	5,963,417,000	421,282,255	143,587,209	174,096,701	348,585,653	7,050,968,818
Result for the period					28,690,112	28,690,112
Asset revaluation		-			-	-
Transfer to legal reserve	(5,988,000)	(6,948,941)	15,759,513	829,473	(9,640,516)	(5,988,471)
Financial position as of December 31, 2023	5,957,429,000	414,333,314	159,346,722	174,926,174	367,635,249	7,073,670,459

The Financial Statements should be read in conjunction with the notes, which are an integral part of these financial statements.

Financial Statements for 2023
ALBCONTROL JSC, J61908011H
Cash Flow Statement (Indirect method)
In ALL

	Notes	For the year ended December 31, 2023	For the year ended December 31, 2022
<i>Cash flows from operating activities</i>			
Net profit for the period		28,690,112	16,589,457
Adjustments for non-monetary items:			
Amortization		650,292,304	757,406,180
<i>Change in working capital</i>			
Decrease / (increase) in inventory		(17,910,355)	978,618
Decrease / (increase) in accounts receivable		(3,636,968,175)	(3,770,857,301)
Decrease / (increase) in other accounts receivable		1,129,594,507	1,466,000,000
Decrease / (increase) in other short-terms accounts receivable		(17,196,207)	-
Decrease / (increase) in other accounts of financial receivables		725,772	738,148
Increase / (decrease) in accounts payable		143,496,278	165,740,329
Increase / (decrease) in other accounts payable		9,420,193	(16,183,156)
Decrease / (increase) in prepayments e deferred expenses		(91,744,987)	66,706,608
Cash generated from operational activities		(1,801,600,559)	(1,312,881,117)
<i>Investment activities</i>			
Purchase of long term actives and not material		(264,913,764)	(14,383,093)
Additional Paid-in Capital		(5,988,471)	10,276,680
Cash generated from investment activity		(270,902,235)	(4,106,413)
<i>Financing activities</i>			
Net income / (repayment) on loans		5,000,000,000	2,351,165,042
Reserve revaluation		(8,650,794)	-
Cash generated by financing activity		4,991,349,206	2,351,165,042
Net change in cash		2,918,846,412	1,034,177,512
Cash at the beginning of the period		1,146,531,500	112,353,988
Cash at the end of the period	15	4,065,377,912	1,146,531,500

The Financial Statements should be read in conjunction with the notes, which are an integral part of these financial statements.

ABBREVIATION AND GLOSSARY

AIS	Aeronautical Information Service
ALL	Albanian Lek (Albanian Currency)
ANS	Air Navigation Service
ANSP	Air Navigation Service Provider
ATM	Air Traffic Management
ATS	Air Traffic Services
ATSEP	Air Traffic Safety Electronics Personnel
CAA	Albanian Civil Aviation Authority
CANSO	Civil Air Navigation Services Organization
CNS	Communication, Navigation and Surveillance
CONOPS	Concept of Operations
CRCO	Central Route Charges Office
CSIRT	Computer Security Incident Response Team
DME	Distance Measuring Equipment
ECAA	European Common Aviation Area
ECAC	European Civil Aviation Conference
EMS	Environmental Management System
EU	European Union
EUROCONTROL	European Agency for the Safety of Air Navigation
FDP	Flight Data Processing
FIR	Flight Information Region
HUM	Human Factor
HR	Human Resources
HVAC	Heating ,Ventilation and Air Conditioning
ICAO	International Civil Aviation Organization
IFR	Instrumental Flight Rules
ILS	Instrumental Landing System
IMS	Integrated Management System

ISO	International Organization for Standardization
KPI	Key Performance Indicators
LoA	Letter of Agreements
MET	Meteorological Services
MTOW	Maximum Take - off Weight
NAV	Navigation
New - PENS	New - Pan European Network Service
NOTAM	Notice to Air Missions
OJT	On-the-Job-Training
OJTI	On-the-Job-Training-Instructor
OLDI	On Line Data Interchange
OPS	Operational Services
QMS	Quality Management System
SAR	Search and Rescue
SC	Safety Committee
SES	Single European Sky
SESAR	Single European Sky ATM Research
SKPI	Safety Key Performance Indicators
SMC	System Monitoring and Control
SMI	Separation Minima Infringement
SMS	Safety Management System
SWAL	Software Assurance Level
TWR	Aerodrome Control Tower
VAT	Value Added Tax
VCS	Voice Communication System