



Date: June 16, 2020

SUBJECT: Official letter of concern on behalf of the employees of the Princess Juliana International Airport (SXM Airport)

SUBMITTED TO:

Cabinet of the Governor of Sint Maarten – Honorable Mr. E. Holiday

Parliament of Sint Maarten – Honorable President of Parliament, Mr. R. Brison

Government of Sint Maarten – Honorable Minister of TEATT, Ms. L. De Weever

Bureau Ombudsman Sint Maarten – Honorable Ms. G. Mossel

Princess Juliana International Airport Holding Board – PJIAH, Mr. D. Doncher

PJIAE Supervisory and Managing Board of Directors

Algemene Bond Van Overheidspersoneel – Curacao and Sint Maarten

Employees
Princess Juliana International Airport Exploitatie bedrijf
Hereafter (PJIAE)

June 16th, 2020

PJIAE Holding board PJIAE, Sint Maarten

PJIAE Supervisory board PJIAE, Sint Maarten

PJIAE Employees concerns

Dear Sirs and madams,

We the employees of the PJIAE, kindly request your attention in the following matter and would also like to ask for your intervention in this matter through your capacity and authority.

In ABVO's letter dated May 28th, 2020 they requested the insight on the financial situation of the company through the submission of relevant financial information (Audited Annual Financial Reports 2016 through 2019) also the balance sheet of 2019 and the budget of 2020. ABVO also requested an outlook projection as a follow up on the presentation during the virtual meeting between PJIAE N.V. and the unions on March 31st, 2020. A list of inquiries was also requested.

In the response letter of CEO (Mr. Mingo) to ABVO dated June 8th 2020, with the reference: PJIAE/MB/bm/480 and subject: "Response to the position of ABVO-SXM regarding Cost Cutting Measures proposed by PJIAE.

ABVO's previous inquiries were answered however no supporting documents were provided, nor was there any proper insight provided on the financial situation of the company therefore we the employees come to you seeking additional clarification on the following answers given.

Questions and Answers:

Question 1 The total amount secured for Rebuilding?

Mention was made the US\$7M out of the budgeted funds are PJIAE's own contribution.

Was this amount (US\$7M) not taken from the insurance proceeds?

Question 2 The total amount received from insurance proceeds?

As a result of the arbitration proceedings in August 2019, the arbitrators awarded PJIAE US\$74M, which included property, furniture and business interruption etc.

- What amount of the \$74 million is allocated to business interruption?
- Kindly provide the detailed explanation and outcome of the ruling from the arbitration and how it was paid out.

Question 3 The total amount received from the World Bank?

Kindly explain liquidity support and what it will or can be used for.

Please clarify for what period the amount of Liquidity support projected is.

Question 4 The total amount received from the EIB bank?

What exactly is this US\$50M funding package designated or allocated for?

Question 6 The total amount recently paid to Government?

Payment to government of St. Maarten US\$20M on April 24th, 2020.

- Was a deadline stipulated by Government to have this paid?
- Kindly advise your reason for not paying PJIAE employees 2017,2018/2019 CLA overdue outstanding from a portion of this amount.

Question 8 The amount paid for Hurricane related costs?

- Kindly advise what specifically was done for Hurricane preparedness?
- Has mold remediation started and when will it be completed?
- What funds will be used for Hurricane preparedness and for mold remediation?

Question 9 Were the insurance proceeds received?

• Is there any part of the insurance proceeds labeled for business interruption?

Question 10 If the insurance proceeds were received, will any part of it (Business Interruption) be used to pay the outstanding vacation pay, bonuses and other outstanding that are way overdue to employees?

In the CEO (Mr. Mingo) letter dated February 12th, 2020 he indicated the 2018/2019 outstanding can be paid when the insurance proceeds are released.

Why is it not financially responsible at this time to pay out overdue bonuses and vacation pay? In a previous virtual meeting the CFO/Financial consultant indicated PJIAE has money to pay employees full salaries until December 2020, furthermore the CEO (Mr. Mingo), during the parliament session in April 2020, declared that PJIAE has sufficient liquidity to pay wages of all employees for the entire 2020 and that PJIAE did not need payroll support.

Kindly provide all the balances of all PJIAE accounts to our legal representatives of the union. In addition, kindly advise if PJIAE requested the stimulus plan from Government.

Our legal representatives applaud PJIAE goal in longevity and therefore they previously reminded Mr. Mingo of the request to provide the 2016 through 2019 Audited Financial Reports, balance sheet and 2020 budget for them to come to an amicable understanding moving forward.

In addition to the above, Mr. Mingo also submitted a letter dated June 8th with the reference: PJIAE/MB/bm/488 and subject: "Financial impact of the Corona Virus for PJIAE & Cost Cutting Measures Covid-19 Crisis.

PJIAE Employees are not in agreement with the cost cutting measures proposed as these will significantly jeopardize the living conditions of us all as employees.

Recapping the Cost Cutting Measures:

We are of the opinion that it is unrealistic and insufficiently motivated for the union to discuss cost cutting measures before they review the relevant and requested financial documentation.

The following remarks should be read as only negotiable after the relevant and requested documentation has been provided and it should also be clear that we the employees will not accept any cuts in any way or form.

Cancellation of all bonuses for FY 2020.

The possibility for postponement can be discussed.

Deferred vacation allowance payment until further notice.

 2020 vacation allowance should be paid out to all employees to ensure equal treatment. The Sint Maarten constitution prohibits discrimination.

Immediate personnel stop (exceptions for highly needed positions).

- Please define highly needed positions. Personnel stop should be across the board (all positions) and not singled out.
- Kindly provide vacancies of all positions at PJIAE.
- Give an overview of new employees, positions and promotions for the period of October 2017 to May 2020.
- Also provide in detail the number of person's/employees that were dismissed, retired, resigned or deceased and indicate if these vacancies were filled.
- Budgeted positions and vacancies not filled can be used as cost cutting.

No allowances/overtime payments.

 Kindly clarify what allowances are being targeted, as there are many which ties in with Job functions of many employees and can jeopardize the smooth operation of the company.

Continued commitment on all insurance and pension.

No objection.

The CEO, (Mr. Mingo) mentioned that PJIAE's objective remains to reach agreement on a reduction of ANG 600,000 in monthly staff cost.

 What is the legal basis for this estimate and has the CEO considered the international and human rights when calculating this figure?

We as PJIAE employees are hereby suggesting the following, which will contribute significantly in reaching that indicated reduction amount, which are as follows:

Consultant/Advisors

- We respectfully request a list of all consultants and advisors, either on the payroll or being paid through any company that provides professional services.
- What are the financial provisions and agreements regarding these advisors and consultants, strictly, what are the costs PJIAE takes on with consultant and advisors fees, travel, housing, vehicles, utilities, allowances etc.
- Zoom or Microsoft teams meetings are very effective and should be continuously used.
- What are the job description, job classification and scope of responsibility of the executive consultant (Mr. Van Der Weerd).

Legal Services:

- PJIAE has a legal officer (Ms. Sandy Offringa). Is PJIAE paying additional benefits to this legal officer.
- LEXWELL is also being paid for legal services. Is it required for the company to have both? Kindly
 provide figures on how much the services of LEXWELL are costing PJIAE on a monthly basis.

Office Space and Rental

- Why can't staff at Puerto Del Sol be relocated to Sky Port or to a designated space at Cargo suited for office to cut cost?
- Kindly indicate what the monthly rental cost is at Puerto Del Sol.
- Please provide information on the Turtle Pier property that is still the same after Hurricane Irma.
 Why was this building not renovated and used for offices to cut cost instead of renting office space at Sky Port?
- Kindly provide the monthly rental at Sky Port.

Vehicle Rentals

- There are several vehicles being rented by PJIAE.
- How many vehicles are being rented by PJIAE?
- Kindly provide the reason for renting these vehicles.

CFO

- The CFO/Financial Consultant is at PJIAE for almost a year and still the financial counterpart position has not been filled. Kindly provide information on this.
- Is the previous CFO (Mr. Stavast) still on PJIAE payroll?

HR Manager

- PJIAE Employees realizes the importance of having an HR Manager as they are responsible
 amongst other things to ensure the overall administration, coordination and evaluation are
 realized. In a staff meeting held late last year mention was made that a new HR Manager will be
 joining PJIAE soon. Kindly advise the status of the present HR Manager (Ms. Brill).
- Why do we need another HR Manager especially in these times where you indicated monthly staff
 cost need to be cut? There is an acting manager in place as well, even though the position is not
 vacant. (Ms. Brill) did not vacate her position and therefore does not need to be filled.

PJIAE Organizational structure

 Kindly provide the organizational structure of PJIAE for 2016 and the thereafter following years up until 2020.

Project and Technical Department (Facility and Electrical Maintenance)

- Does the Planning Project and Systems control department (PP&S) managed by (Mr. Hilman), have its own staff?
- Is it true that the marketing officer (Ms. Chandra Ofringa) of the marketing department is spearheading projects of the different departments (PP&S, Facility maintenance)? If this is true, kindly provide the reason for this.
- We would kindly ask the CEO, (Mr. Mingo), why employees of other departments are assigned to do PP&S tasks, this could be seen as a breach in the employees scope of work conform their job description and job classification.

- Is PJIAE outsourcing functions/jobs, which can be performed by PJIAE staff (ex. PP&S, Facility, Electrical maintenance)?
- Kindly specify what is being outsourced, to whom and the relevant cost involved to justify this in times of financial uncertainties.

Task Force

- What is the total number and purpose of the different task force teams?
- Kindly indicate if there is a budget allocated for this and if any of the task force team members are being paid.

SBOD

 Constant air transporting of international SBOD members with affiliation rental/hotel charges before the coronavirus, can be used towards cost cutting.

Bar construction

 Kindly provide the cost of the bar that was constructed in the previous make-up area, Is this temporary or permanent?

Villa on French Sint. Martin

 Is there a specific Villa or House being paid for monthly either through a company or directly out of PJIAE budget?

In addition to the above, on November 29th 2019 the union sent to the CEO (Mr. Mingo) a reminder of which he previously agreed that PJIAE would submit to the union a financial overview of all pending retroactive payments of benefits entitled to employees with a settlement proposal.

On February 12th 2020, Mr. Mingo responded to the union on the open items on balances, which he mentioned as follows, and will be verified by the union and corrected if needed.

Open items 2018:

- 2018 performance base increase (100% = 2.5%)
- 2018 vacation allowance (2.33% balance)
- 2018 art. 515 (was paid out in November 2018)
- Cola 2018 (we need to come to a consensus advice would be AVG of last 5 years

Open items 2019

- 2019 performance base increase
- 2019 vacation allowance
- 2019 art. 515
- Cola 2019 (pending based on CPI 2019)
- Bonus 2019

CEO (Mr. Mingo) mentioned commitments as per CLA for 2018/2019 can be paid when the insurance proceeds are released; this is to be done within a few months. The exact date is not 100% confirmed but can be any time before May 2020.

We are now in June of 2020 and the above was not yet paid out to us as employees. This was a commitment before the Covid-19 and we the employees are expecting to be paid out as the Insurance proceeds were received.

Government was paid back the US\$20M owed by PJIAE, however why was the union nor the employees notified to make any form of arrangement seeing there was an agreement for May 2020 in which PJIAE would have paid overdue employee compensations.

Trusting to have informed you sufficiently.

We the employees are looking forward to hearing from you.

Respectfully,

Attachments:

- Letter with reference PJIAE/MB/bm/480
- Letter with reference PJIAE/MB/bm/488

c.c.

- Cabinet of the Governor of Sint Maarten
- Parliament of Sint Maarten
- Council of Ministers of Sint Maarten
- ABVO Sint Maarten
- ABVO Curação
- Bureau Ombudsman Sint Maarten



ABVO St. Maarten Attn: Mr. Adrie Williams President 159, A.T. Illidge Road Philipsburg Sint Maarten E-mail: contact@abvo.sx

Date : June 8, 2020

Our Reference: PJIAE/MB/bm/488

Subject: Financial Impact of the Corona Virus for PJIAE & Cost Cutting Measures—Covid-19 Crisis

Dear Mr. Williams,

The market and business situation have changed, since our last presentation on April 3rd, 2020 during which we briefed on the effects of the Covid-19 Crisis. After that we asked for your support on our proposals to reduce staff costs as sent to you on April 7th, 2020. You have provided your feedback in your letter of May 20th, 2020.

Currently, we are two (2) months further, and as you are aware, the Corona crisis is still causing a major impact on economic activities. The aviation industry has been hit disproportionately hard and has practically come to a standstill. Although airlines are restarting some flights, the business outlook is still very weak and with a lot of uncertainty and restrictions for international flights.

The impact of this crisis is far worse than Hurricane Irma, which we are still recovering from. Since the middle of March 2020, when the restricted airspace started, flights have come to a standstill, except for cargo, medical evacuation and repatriation flights. Since then, the impact on the revenues of the airport has obviously been dramatic and it moved close to zero. We expect the impact on the revenues to remain very serious for the remainder of 2020 and 2021 at the very least. Even with an optimistic assumption of recovery of passenger volumes to 35 % by the end of 2020 and 50-60 % in 2021 compared to 2019, the loss of revenues compared to our business plan will be in the order of ANG 200 million up to 2023.

The impact of COVID-19 requires us to act proactively on both financial and social impacts. Immediately when PJIAE realized that the outlook was grim, we implemented a barebone operational model. We adjusted the needed services from contractors to a minimum and adjusted their charges significantly. These reductions with the contractors vary between the range of 50% - 75%. This had a significant impact on these contractors and their staff in terms of work for the

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airport. We eliminated all unnecessary expenditures. Furthermore, we put on hold all planned and necessary capital expenditures other than the works to rebuild the Airport Terminal.

All this, to guarantee the future of our airport. With little to no significant revenues coming in, only reducing third party expenses is not enough. With no revenues coming in, we are depleting our cash & bank balances to pay the staff salaries.

The long- term business continuity of the airport is crucial and therefore we need to ensure that the available limited cash we have, will cover our expenses and debt obligations, to bridge the period until when the market has been fully recovered, which is expected to be in 2023.

As you might know, during this period, the Insurance Proceeds & World Bank/EIB bank funding has been released. These funds are primarily committed and dedicated to the reconstruction costs of the Terminal only and cannot be used otherwise. There is a small amount available for business interruption. We realize that our outstanding bonuses and vacation pays are overdue to employees. However, at this time we do not think it will be financially responsible to pay out these outstanding bonuses and vacation pays. While these funds prevent us from taking even harsher measures, it is not enough to cover all the costs.

In addition to the COVID-19 crisis, the 2020 Atlantic Hurricane season commenced on June 1st, 2020, which could lead to other business interruptions.

The outcome of this analysis and with the goal to secure our business continuity during this COVID-19 crisis, brought the Executive Team to the difficult conclusion, that personnel cost has to be reduced as well. This has been shared with you in April 2020.

In May 2020, the government of St. Maarten set a deadline for the introduction of proposed personnel staff cost reduction measures, as part of the conditions for support from the Netherlands (Kingdom Government).

Please note that as the Airport has virtually no revenues, it is in an even more difficult position than other government owned companies. The airport therefore has an even bigger cost challenge to face, which includes staff costs.

In a practically zero-revenue market, PJIAE's objective remains to reach agreement on a reduction of ANG 600,000 in monthly staff costs.

To recap: the proposals we have submitted in April:

- 1. Cancellation of all bonuses for FY2020;
- 2. Deferred vacation allowance payments until further notice;
- 3. Immediate personnel stop (exceptions for highly needed positions);
- 4. No allowances/overtime payments
- 5. Continued commitment on all insurances and pension.

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With the bleak outlook we need to have more structural cost reduction measures to safeguard the business continuity of the airport.

We reviewed your input and we hereby outline the following key proposals to be discussed:

- 1. Continued payment of the monthly base salary including the allowances;
- 2. Continued commitment on all insurances and pension;
- 3. Cancellation of all bonuses for FY2020 until further notice;
- 4. No COLA and increments in 2020 until further notice;
- 5. No overtime payments;
- 6. Continued personnel stop with the exception for highly needed positions;
- 7. No vacation allowance payments until further notice. In exchange for stopping the vacation allowance payments, we will offer the staff a half day off on Friday or Monday morning. To ensure equal treatment, for staff whom already received vacation allowance payments, we will deduct this from the first forthcoming vacation allowance payments.
- 8. Due to the low level of activity we need to look at reduction of working hours to minimize job losses. This is in line with what happens in the aviation industry.

In December of this year, and every six (6) months forward, we will review the outlook and discuss what can be reversed or reinstated in 2021 and onwards.

The decision is not an easy one, and a harsh reality for us to face especially taking into consideration that we have not fully recovered from the 2017 Hurricane.

We would like to schedule a meeting this Thursday, June 11th, 2020 at 09.00 via Microsoft Teams to discuss the abovementioned measures and to come to an understanding on how to combat the hardship of our company.

On behalf of the Managing Board we look forward to receiving your confirmation to the proposed meeting on Thursday, June 11th, 2020.

Sincerely, **PHAE N.V.**

Brian Mingo

Chief Executive Officer



ABVO St. Maarten Attn: Mr. Adrie Williams President 159, A.T. Illidge Road Philipsburg Sint Maarten

E-mail: contact@abvo.sx

Date:

: June 8, 2020

Our Reference: PJIAE/MB/bm/480

Subject: Response to Position of ABVO-SXM regarding Cost Cutting Measures proposed by PJIAE

Dear Mr. Williams,

Based on the inquiry on details regarding cost cutting measures proposed, PJIAE hereby would like to provide you with the questions and answers to your response letter dated May 20th, 2020.

Due to the confinements of our current situation, the provided information took some time to prepare.

Please feel free to contact us on any details should you have any further questions.

Sincerely, PJIAE N.V.

Brian Mingo

Chief Executive Officer



Questions and Answers: ABVO - SXM (Cost cutting measures proposed by PJIAE)

1. The total amount secured for Rebuilding?

For the reconstruction of the terminal building, PJIAE managed to secure US\$100M in funding. The project is budgeted at US\$107M and US\$7M out of the budgeted funds are PJIAE's own contribution.

2. The total amount received from insurance proceeds?

As a result of the arbitration proceedings in August 2019, the arbitrators awarded PJIAE US\$74M which includes property, furniture and business interruption. The total amount is earmarked for expenditures made to get the airport back to where we are today.

3. The total amount received from the World Bank?

The World Bank's portion within the entire financing agreement is in the amount of US\$72M. The US\$72M consists of:

- a) US\$ 50M for the terminal reconstruction;
- b) US\$ 1M for technical assistance during the reconstruction period;
- c) US\$ 21M in liquidity support.

4. The total amount received from the EIB bank?

The European Investment Bank's contribution towards the funding package is US\$50M.

5. The total amount received for Liquidity Support?

As stated under question 3; the amount reserved as liquidity support is US\$21M.

6. The total amount recently paid to Government?

PJIAE repaid its bridge loan to the Government of St. Maarten in the amount of US\$20M. This payment was executed on April 24, 2020.

7. The amounts paid for Mediation and prepaid pocket expenses?

Please clarify both mediation and prepay pocket expenses.

8. The amounts paid for Hurricane related costs?

Thus far, PJIAE has used approximately US\$ 5 million for hurricane preparedness and other related repairs and US\$ 4M for mold remediation.



9. Were the insurance proceeds received?

On April 24, 2020 the insurance proceeds were released. However, we must note that the insurance proceeds are earmarked towards agreed expenditures and prior to disbursement, the amounts requested, must be substantiated.

10. If the insurance proceeds were received, will any part of it (Business Interruption) be used to pay the outstanding vacation pay, bonuses and other outstanding that are way overdue to employees?

We admit that payment to employees are overdue, however, at this time it will not be financially responsible to pay out bonuses and vacation pays.

Our goal is longevity and therefore as management we are being extremely prudent in the manner our funds are spent during these uncertain times. We hope you can understand our position



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