

The Aruba Ports Authority N.V. is publicly tendering:

Lease of retail spaces in Cruise Terminal and Welcome Plaza.

According to the tender document: PROJECT APA-COM-26-01

Short Project description:

Aruba Ports Authority N.V. (APA) invites qualified and experienced retail operators to submit proposals for the lease and operation of five (5) retail shops in the Cruise Terminal and eight (8) kiosks at the Welcome Plaza in Oranjestad.

APA is seeking innovative retail concepts that enhance the visitor experience, diversify the retail offering, showcase authentic Aruban products and culture, and contribute to a vibrant and high-quality commercial environment within the Cruise Port.

The available retail spaces include:

- **Cruise Terminal**
 - Shop 10 (approximately 26.1 m²)
 - Shop 17 (approximately 18.86 m²)
 - Shops 24, 25 and 26 (approximately 18 m² each)
- **Welcome Plaza**
 - Kiosks 258, 259, 2510, 2527, 2528, 2531, 2532 and 2536 (approximately 12 m² each)

Where feasible, APA may consider combining adjacent retail spaces to accommodate larger business concepts, subject to operational requirements and APA approval.

The Successful Bidder shall be responsible for financing, designing, fitting out, operating, and managing the awarded retail space in accordance with the requirements, standards, and conditions outlined in the Request for Proposal (RFP).

Lease period: Five (5) years with one optional renewal period of two (2) years, subject to the terms and conditions of the Lease Agreement.

Proposal validity period: 180 calendar days.

The tender documents will be available from **July 14, 2026** up to **July 21, 2026** and may be obtained exclusively via e-mail by sending a request to tender@arubaports.com.

The request must include proof of payment of the non-refundable fee of **AWG. 100.00** and must be received **no later than July 21, 2026 at 1:00pm** local time. Requests received after the deadline or without proof of payment will not be considered.

Bank Information

Beneficiary: Aruba Ports Authority N.V.

CMB: 15267105

Aruba Bank: 128710

RBC: 7700000030549428

Reference: **Project APA-COM-26-01**

A Pre-Proposal Conference will be held on **July 27, 2026, at 10:00 a.m.** at the Aruba Ports Authority N.V. Administration Building, L.G. Smith Boulevard 23, Oranjestad.

Prospective bidders who wish to attend the Pre-Proposal Conference are kindly requested to confirm their attendance no later than **July 24, 2026, at 1:00pm**, by e-mail to tender@arubaports.com. Advance confirmation is required to facilitate access arrangements and the preparation of visitor badges.

Proposals must be submitted in hard copy only at the Aruba Ports Authority N.V. Administration Building, L.G. Smith Boulevard 23, Oranjestad, on **August 26, 2026**, between **9:00 a.m. and 11:45 a.m. (local time)**. Electronic submissions will not be accepted.

Required Proposal Documents

The proposal shall include, at minimum:

- Completed Proposal Acknowledgement Form.
- Chamber of Commerce Registration.
- Copy of the Managing Director's identification.
- Letter of Good Fiscal Conduct (DIMP).
- Letter of Good Conduct issued by the Public Prosecutor's Office (OM).
- Statement from the Court of First Instance confirming the bidder is not in bankruptcy or suspension of payments.
- Cover Letter and Executive Summary
- Concepts Suitability and Strategic Approach
- Retail Space Intentions

- Reference Letters.
- Proof of payment of the required bid security.
- Any additional documentation required in the Request for Proposal.

Failure to submit the required documentation may result in disqualification.