



REQUEST FOR PROPOSALS

**FOR THE DEVELOPMENT AND
OPERATION OF A
FOREIGN EXCHANGE CONCESSION
INTERNATIONAL TERMINAL BUILDING**



**SANGSTER INTERNATIONAL AIRPORT
MONTEGO BAY, JAMAICA**

November 22, 2010

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EXECUTIVE SUMMARY

MBJ Airports Limited (hereinafter referred to as “the Licensor”) invites qualified Foreign Exchange operators to submit a proposal for the development and operation of a Foreign Exchange Concession (the “Proposed Concession”) in the International Terminal Building (“ITB”) at Sangster International Airport (“the Airport”). The Proposed Concession comprises of the development and operation of four locations;

- ❖ Pre-security: Departures - Ticketing
- ❖ Post Security: Departures - East Concourse
- ❖ Post Security: Arrivals – Baggage Claim
- ❖ Post Security: Arrivals – Ground Transportation Arrivals Hall

The Proposed Concession will be awarded to one concessionaire. Therefore, the proposal must incorporate all locations.

The Proposed Concession is part of the Airport’s on-going delivery of a strategic plan, created to transform the retail and service offer at the Airport to international standards by delivering a memorable and stimulating shopping experience for vacationers and visitors to Jamaica. To accomplish this, the Licensor has specific goals that it expects the successful applicant to achieve, including:

- To develop attractive, well-appointed concession outlets with interiors and displays that are striking, stimulate impulse purchases, optimise sales and meet MBJ Design Criteria; included further in this RFP at Appendix B;
- To provide a mix of services that appeal to and satisfy the changing wants, needs and desires of the full spectrum of the holiday/leisure and local markets; and
- To cultivate a design theme that will give customers a distinct “**Sense of Place**” and a striking awareness that they are in Jamaica.

BACKGROUND INFORMATION

Sangster International Airport is located in Montego Bay, Jamaica. The Airport serves as the primary gateway to Jamaica, a major international tourist destination. Jamaica has been recognized as the ***Caribbean's Leading Destination*** from the World Travel Awards for the past five consecutive years. Jamaica is the fourth largest island in the Caribbean and the largest English speaking country in the Caribbean.

Tourism is vital to the economy of the island and supported by the Government through the Jamaica Tourist Board ("JTB") which actively promotes and markets Jamaica throughout the world. Tourism accounted for 11% of Jamaica's GDP, and 8% of total employment in 2009. It accounts for approximately 50% of the island's foreign exchange earnings. (Refer to Part IV - Statistical Information for additional data).

The Airport primarily serves this mature but growing tourist market with approximately 80% of its passenger traffic destined to or originating from North America and 16% to and from the U.K and Europe. In 2009, the Airport served over 3.0 million passengers. Historically, passenger arrivals comprise 49% and passenger departures comprise 51% of total traffic. Despite the global economic downturn, Jamaica, and in particular Montego Bay has proven to be a resilient destination and has been less affected than most airports in other parts of the world. Increased marketing effort and a more diversified tourist product are expected to attract more Trans-Atlantic passengers as the demand for Jamaica increases in European markets. Additionally, a strong partnership with JTB has augmented marketing efforts and air service development to secure visitor arrivals.

The Airport is operated by MBJ Airports Limited ("MBJ") a consortium consisting of DCA (a subsidiary of Abertis Infraestructuras S.A) and YVR Airport Services Ltd. MBJ has invested approximately US \$160 million in capital infrastructure improvements to transform the airport into a world-class facility. The vision of MBJ is to create a world-class gateway in the Caribbean that is an emblem of pride to Jamaica. The Airport was recently recognized as ***Caribbean's Leading Airport*** in 2010.

As a result of a five-year the Capital Expansion Program, the Airport has over 4,000 square metres of space in the ITB dedicated to retail opportunities comprising of Duty Free, Specialty Retail, Food & Beverage and other services to include Foreign Exchange. The ITB is designed to handle up to 3,000 passengers per peak hour. The enlarged and more efficient terminal facility has enabled retailers and other service providers to achieve better capture rates and grow their business. The facilities investment and initial implementation of the Retail Plan has allowed MBJ and the participating retailers and service providers to transform the Airport into a well appointed, exciting and memorable travel and shopping experience for visitors and residents of Jamaica.

As the retail program has developed and matured, MBJ continues to look for opportunities to further enhance the services in the ITB to meet growing international passenger demands by strategically adding new and innovative concepts. To achieve this, MBJ is seeking an experienced Foreign Exchange operator to forge a long-term business relationship to enhance the quality of the services to an established market in a dynamic Caribbean location and tourist destination

RETAIL PLAN

The ITB at the Airport is one of the first and last impressions visitors have of Montego Bay, the region and Jamaica. Consequently, a Retail Plan was commissioned to ensure that customer service and retail sales in the new ITB will be optimized. The plan sets out retail strategies, layouts, thematic treatments and designs to reinforce a Jamaica **“Sense of Place”**. It is anticipated that memorable and stimulating experiences will be created for passengers and other users through the execution of the plan. At the same time, it will assure that passenger facilitation requirements are met and customer service expectations are achieved. In brief, our aim is to transform the retail offer at the Airport to international standards by creating an exciting, delightful and memorable shopping experience for vacationers and visitors to Jamaica. The new retail offer is premised on the following principles:

- ***increasing the amount of space dedicated to concessions in the expanded terminal building and better balancing the overall retail offer;***
- ***strategically placing new and exciting concepts throughout the terminal***
- ***intensifying international, national and local branding and the number of branded outlets to better target the Jamaica holiday/leisure market;***
- ***enhancing overall levels of customer service and providing more impulse related and value added shopping choices and products for travellers;***
- ***integrating the retail offer at the Airport as part of the “vacation experience” for visitors to Jamaica.***
- ***providing a relaxed, tranquil atmosphere for shopping, away from the fast paced shopping available off site.***

PART I
PROPOSAL SUBMISSION AND SELECTION PROCESS

1.0 INVITATION

MBJ Airports Limited (hereinafter referred to as “the Licensor”) invites Applicants to submit a proposal for the development and operation of **Foreign Exchange Concession** (the “Proposed Concession”) at the Sangster International Airport (the “Airport.”). The Proposed Concession will have locations in Departures (Pre & Post Security) and in Arrivals (Baggage Claim and Ground Transportation Arrivals Hall) as shown on the attached drawings. The successful Applicant will be required to enter into a Licence with the Licensor as described in Section 9.0 of these Instructions.

2.0 RFP DOCUMENTS (“Documents”)

2.1 The “Documents” consist of:

- ❖ These Instructions
- ❖ Concession Terms
- ❖ Design, Development and Construction Process
- ❖ Statistical Information
- ❖ Form of Proposal
- ❖ Schedules to Form of Proposal:
 - (1) Proposal for Foreign Exchange Area and Concept;
 - (2) Company Profile;
 - (3) Financial Capability and Experience;
 - (4) Marketing, Pricing and Merchandising Plan;
 - (5) Customer Service and Quality Control;
 - (6) Design, Development and Construction Plan;
 - (7) Storage Space Requirements;
 - (8) Covenant / Credit-Worthiness / Co-Covenantor(s);
 - (9) Financial Proposal;
 - (10) Proposal Checklist and Acknowledgement.
- ❖ Addenda, as may be issued from time to time

Appendix A – Draft Licence

Appendix B – Design Criteria Manual

Appendix C – Drawing showing Location of Concessions

2.2 Applicants are responsible to ensure that they have received all components that make up the “**Documents**” as set out in Section 2.1 above.

Notes:

- **Names of Applicants will not be disclosed and the Licensor reserves the right to add or remove Applicants at its sole discretion. The Licensor also reserves the right not to accept any Proposal submitted, and may seek additional or further Proposals from any other party or parties.**

3.0 SUBMISSION OF PROPOSAL

- 3.1 Proposals must conform to all Instructions.
- 3.2 **ONE (1) ORIGINAL AND TWO (2) COPIES (THREE (3) COMPLETE SETS) OF THE PROPOSAL MUST BE SUBMITTED.**
- 3.3 Proposals must be in writing and received by the Licensor at its offices referred to in **Section 4.0** before Closing Time. Proposals received after Closing Time will be returned unopened. Proposals sent by facsimile or email will not be accepted.
- 3.4 Proposals shall be prepared and completed on the attached forms, with all schedules fully and properly completed and with the pro-forma statements also being submitted on a diskette or CD ROM. Please complete Proposals in ink or type, **pencil is not acceptable.** Should there be insufficient space on the Form of Proposal or Schedules, additional sheets appropriately marked and identified, may be attached. No additions, deletions, interlineations or modifications shall be made to the Form of Proposal or Schedules.
- 3.5 Proposals shall be submitted in a sealed envelope bearing the name and address of Applicant and marked:

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- 3.6 Proposals shall be dated and signed by two duly authorized signing officers of the Applicant. Signatures shall be in original handwriting; facsimile signatures will not be accepted.
- 3.7 Each page of the Form of Proposal and Schedules shall be initialed by one of the authorized signing officers whose signature appears on the execution page of the Form of Proposal.
- 3.8 The Licensor will assume that all statements in writing, made by persons submitting Proposals are true, accurate, complete and not misleading. All such statements will constitute representations and warranties made to the Licensor.
- 3.9 Proposals that contain qualifying conditions or otherwise fail to conform to these Instructions may be disqualified or rejected. Anything to the contrary herein notwithstanding, the Licensor may elect to retain for consideration (and may elect to accept, regardless) Proposals that are non-conforming, and may waive any non-compliance, irregularity, error, or time stipulation required by these Instructions. The stipulations herein are for the sole benefit of the Licensor and may be waived by the Licensor unilaterally.
- 3.10 The Applicant may offer to the Licensor, a one time non-refundable Lump Sum Incentive Payment of no less than **US\$125,000.00** to induce the Licensor to select its Proposal for the new concession. This fee must accompany the proposal.
- A Bid Guarantee in the amount of US \$50,000.00** in the form of a Manager's Cheque or Cash payable to MBJ Airports Limited, the Licensor, shall accompany each proposal. The **Bid Guarantee** will be deposited to the Licensor's account and no interest is payable to the Applicant.
- 3.11 The Bid Guarantee shall be returned, without interest, to unsuccessful applicants within 14 days after the Licensor has determined which, if any Applicant has been successful. The Bid Guarantee of the successful Applicant will also be returned in exchange for Security Deposit in the amount of **US\$150,000.00**.

4.0 CLOSING OF PROPOSALS

Sealed proposals in packages marked “**Request for Proposal for the Development & Operation of a Foreign Exchange Concession: International Terminal Building,**” will be received by The Licensor on or before **Friday, December 17, 2010 at 3:00 p.m. and then privately opened.** Applicants must submit ONE (1) ORIGINAL PROPOSAL AND TWO (2) COPIES to:

**Mr. Stephen Harold
Director - Commercial Management
MBJ Airports Limited
Sangster International Airport
Montego Bay
St. James**

5.0 CLARIFICATIONS, QUESTIONS AND INQUIRIES

- 5.1 The Licensor may issue additional information, clarification or modification to the Documents by written Addendum. The Licensor shall not be bound by oral or other informal explanations or clarifications not contained in such addenda.
- 5.2 The Licensor will only consider written questions received on or before **Friday, December 3, 2010**. All written inquiries must be directed to the attention of the Director – Commercial Management at the address shown in **Section 4.0** or sent by facsimile to Fax Number (876) 940-0884 or via email to sharold@mbjairport.com.
- 5.3 Answers and/or clarifications to questions will be sent to all Applicants who have requested Documents according to the records of the Licensor and posted on the Airport’s website.
- 5.4 Applicants shall notify the Licensor in writing should they find any inconsistency, discrepancy, ambiguity, error or omission in the Documents.
- 5.5 Applicants, if uncertain or in doubt as to the intended meaning of the Documents, or of any term in the Documents, may submit to the Licensor a written request for clarification.
- 5.6 Proposals should not be sent by any electronic means of communication (e.g. facsimile or electronic mail).

Applicants using any electronic transmissions to make inquiries relative to their Proposal assume the entire risk that the email or facsimile document will be properly received by the Licensor, on time or at all, and that all other requirements herein will be satisfied. The Licensor shall not be liable to the Applicant if its email or facsimile document is not properly received on time or at all due to the malfunctioning of the Licensor’s equipment, the errors or omissions of the Licensor’s employees or agents, the interruptions or inability to obtain a connection with the Licensor’s equipment, the response time of the Licensor’s equipment, insufficient paper supply for facsimile machines or for any reason whatsoever.

- 5.7 All written Addenda issued by the Licensor before Closing Time shall be delivered to all Applicants who have requested Documents according to the records of the Licensor. All Addenda shall be incorporated into and become part of the Documents.
- 5.8 Applicants shall complete the Form of Proposal acknowledging receipt of all Addenda.
- 5.9 Applicants shall examine all Documents and make independent judgement as to circumstances and conditions affecting the business opportunity and their Proposal. Failure

on the part of Applicants to examine and investigate thoroughly shall not be grounds for any claim that Applicant did not understand the conditions of the Proposal.

- 5.10 Applicants, at their cost, may be required to make a verbal presentation to the Licensor's Selection Committee.
- 5.11 Each Applicant shall, before submitting its Proposal, thoroughly examine and assess the requirements and specifications set out in this Request for Proposals, the equipment and materials needed, all relevant laws, rules, notices, directives, standards, orders and regulations, licensing and permit requirements and other circumstances which may affect its Proposal. Submission of a Proposal constitutes a representation by Applicant that it has conducted its own due diligence and is familiar with and accepts all of the foregoing.

6.0 MINIMUM QUALIFICATIONS

To be considered to review and award of the Proposed Concession, all noted minimum qualification requirements must be met.

6.1 Experience

Applicant must be able to demonstrate ownership or operation of a Foreign Exchange Concession in an Airport.

6.2 Financial Capability

Applicant must clearly and unambiguously show that they have the financial capability to successfully develop, and operate the Proposed Concession.

Any person or corporation in arrears, or any corporation whose shareholders or directors are, or were, shareholders or directors of any corporation in arrears, in respect of any lease, licence or contractual agreement with the Licensor will be ineligible for the award of a Licence unless financial arrangements satisfactory to the Licensor are made in respect of any such arrears prior to the closing date of this Invitation for Proposals.

6.3 Legal

Any person or corporation in pending litigation or outstanding claims against MBJ will be ineligible to be awarded a Licence.

Proposals that contain qualifying conditions or fail to conform to these Instructions may be disqualified or rejected. Collusion between Applicants is sufficient cause for rejection of all Proposals affected.

It shall be necessary for the successful Applicant to show that it has received a Licence to operate a Foreign Exchange concession from the Bank of Jamaica in order for MBJ to enter into an agreement for the operation of such concession at the Airport.

7.0 EVALUATION OF PROPOSALS

- 7.1 The evaluation of responses will be based on a number of factors, weighted according to the needs of the Licensor. The highest or any Proposal will not necessarily be accepted. Any implication that the Proposal with the highest financial bid will be accepted, or that any Proposal at all will be accepted, is hereby expressly negated. The Licensor reserves the right to accept the Proposal that it deems most advantageous, and the right to reject any or all

Proposals for any reason. In no event will the Licensor be responsible for the costs of preparation and submission of Proposals.

The Licensor reserves the right to evaluate submissions according to any criteria it determines to be appropriate. Generally, the Licensor will make its selection based upon the quality of the Proposal Submission and the value of the business opportunity. To give Applicants some guidance, three (3) principal criteria will be relied upon:

<p>Financial Capability:</p> <p>The ability of the proponent to financially sustain the operation. Proponents must clearly and unambiguously show that they have the financial capacity to successfully develop and operate the Proposed Concession. Other factors that will be evaluated are:</p> <ul style="list-style-type: none"> o Net present value of revenue-stream to the Licensor. Future fees and/or lump sum payments will be discounted at 10.00% compounding annually. o Reasonableness of an Applicant’s financial forecasts and assumptions. A 5-year proforma must be submitted for all concessions on a disk or CD ROM together with a hard copy complete with assumptions. 	60%
<p>Marketing and Pricing Plan:</p> <p>Details as to the marketing strategies to be utilised and pricing policy of items offered for sale.</p>	20%
<p>Design, Development and Construction Plan:</p> <p>Details on how the concession space will be constructed along with the necessary diagrams, plans and drawings and time frame for construction. The plan will also make specific reference to the construction costing and timeline for implementation.</p>	20%

8.0 CONDITIONS

- 8.1 The Licensor reserves the right to negotiate with any Applicant or with another Applicant or Applicants concurrently. In no event shall the Licensor be required to offer any modified terms to other Applicants. The Licensor shall incur no liability to any Applicant as a result of such negotiations or modifications.
- 8.2 Each Applicant submitting a proposal acknowledges and agrees, by submitting a Proposal, that the Licensor will have no liability or obligation to any Applicant except only the Applicant, if any, awarded the Licence by the Licensor in its sole discretion. Each Applicant agrees that, if it is not awarded the Licence, then whether or not the Licensor has discharged any express or implied obligation, the Licensor shall be fully and forever released and discharged of all liability and obligation in connection with this Request for Proposals.
- 8.3 In particular, the Licensor shall not be under any obligation to return or save either the original or any copies of any Applicant’s Proposal, and all documents submitted to the Licensor, whether original or copies, shall be kept or disposed of by the Licensor.

- 8.4 This RFP does not constitute an offer. No agreement shall result upon the submission of Proposals. The Licensor shall not be under obligation to enter into any agreement with anyone in connection with this RFP and responses received. The Licensor will not have any obligation to anyone in connection with this RFP unless the Licensor executes and delivers an agreement in writing approved by the Licensor's senior management.
- 8.5 The Licensor may, anything to the contrary notwithstanding, if considered to be in the best interests of the Licensor or most advantageous, at any time elect to request re-submissions by the Applicants, or by one or more of the Applicants as the Licensor determines to be in the best interests of the Licensor or most advantageous, and may undertake the entire process (including the RFP and all steps that preceded), or one or more parts thereof, over again, in the same or an altered format and on the same or altered terms and conditions.
- 8.6 If any issue or uncertainty arises in connection with the selection of the successful Applicant, the Licensor may seek guidance or direction from an arbitrator or consultant appointed or selected by the Licensor. Each Applicant agrees to accept and be bound by any decision or action taken by the Licensor based on the guidance or direction of the arbitrator or consultant and will not make any claim for loss, damage or compensation.
- 8.7 The licensor does not warrant or assume any legal liability or responsibility for the accuracy, completeness, interpretation or usefulness of any information or process disclosed in this RFP, to the extent that each Applicant should undertake its own due diligence checks prior to submitting a proposal. The terms and conditions of the executed **Foreign Exchange Space Licence** supersede the contents of the RFP and all associated documentation.
- 8.8 CURRENCY
Unless otherwise indicated, all dollar amounts referred to in this document are in the currency of the United States of America and Applicants shall use the said currency throughout in the submission of Proposals.

9.0 FORM OF LICENCE

The successful Applicant will be required to enter into a Licence (the "**Licence**") with the Licensor in the form of the Draft Licence attached as Appendix A incorporating the terms hereof including the basic terms set out in **Section 11.0 Part II Proposed Concession – Terms** and with such modifications and additions as the Licensor may reasonably stipulate.

10.0 MODIFICATIONS

- 10.1 Proposals may only be modified in writing, signed by an authorized signing officer of the Applicant who has signed the **Form of Proposal**. The Licensor shall only accept modifications on or before Closing Time of **3:00 p.m. on Friday, December 17, 2010**. Modifications made verbally, by facsimile or by email transmission will not be accepted and modifications received after Closing Time will not be considered and will not form part of any Proposal submitted.

**PART II
PROPOSED CONCESSIONS – TERMS**

11.0 BASIC TERMS OF LICENCE

11.1 Basic Terms of the Licence

The following are the basic terms of the Licence:

Length of Licence:	5 years
Renewal periods:	Extension of Licence is at the discretion of the Licensor
Premises:	See Appendix C
Minimum Licence Fees:	To be as set out in the applicants proposal- Refer to section 11.2
Percentage Fees:	3.00% of Gross Sales
Date Licence to be signed:	January, 2011
Commencement Date of Licence:	December 1, 2011
Common Area Maintenance Charge	Currently US \$18.75/Sq.Ft per Annum subject to change at the Licensor's discretion
Utilities:	Operator responsible for utility charges
Marketing Fund:	TBD
Promotion Fund:	US \$1,000.00 upon signing of Licence
Operating Name:	As proposed by Applicant and approved by Licensor

More detailed terms and conditions are set out in the Draft Licence attached as Appendix "A". The successful Applicant will be required to execute and deliver the Licence within ten (10) days of receiving it from the Licensor, after notice of award.

11.2 Minimum Annual Guarantee and Percentage Fees

The successful Applicant's Proposal will set out the Applicant's Financial Offer (see Schedule 9 of the Form of Proposal) as to the fees payable by the Applicant to the Licensor under the Licence. **The Minimum Annual Guarantee (MAG) is due and payable from the Commencement Date of the Licence.**

The fees payable by the Applicant to the Licensor will be equal to the greater of:

- The MAG quoted by the Applicant to the Licensor (see **Schedule 9 of the Form of Proposal PART V**)

OR

- The Percentage Rate of Gross Revenue prescribed by the Licensor in Table 11.2.

All concessionaires at the Airport are to operate under a "**Fair Pricing**" regime. Fair pricing requires that **airport prices be no more than 10% higher than Bank of Jamaica Daily Foreign Exchange Rates.**

The following are the Minimum Annual Guarantees that have been set by the Licensor for the tenure of licence. However, interested proponents may submit bids above the minimum fees set in Table 11.2 below.

The Percentage of Gross Revenue Rate has been fixed by the Licensor and is non-negotiable.

Table 11.2

Year	Minimum Annual Guarantee (MAG)	Percentage of Gross sales
1	\$ 400,000.00	3.00%
2	\$ 450,000.00	3.00%
3	\$ 510,000.00	3.00%
4	\$ 555,000.00	3.00%
5	\$ 600,000.00	3.00%

11.3 Insurance during Construction

The Successful Applicant shall be required to obtain Insurance cover during the development phase of the space sufficient to cover all public liability and construction risks.

11.4 Concession Privileges

The Licensor will not grant exclusive rights to develop and operate concessions at the Airport. Notwithstanding the Licensor may, if considered to be in the best interests of the Licensor or most advantageous, limit and/or restrict the number and types of foreign exchange concessions that will be developed at the Airport at any time.

The successful Applicant will be granted the right to develop and operate the Proposed Concession in a manner that complies with the concepts outlined in Schedules 1.0 and 7.0 of the Form of Proposal and all the Sections of this Document.

11.5 Examinations by Applicant

Each Applicant shall, before submitting a Proposal, examine the attached drawings of the Premises and satisfy itself as to the locations of the Premises within and outside the terminal building, the means of access to the Premises, all other conditions, all laws, safety and security requirements, all services required including without limitation electricity, water supply, sewer and telephone, and all other circumstances which may affect its Proposal for the development and operation of the Proposed Concession.

Submission of the Proposal will constitute an acknowledgement by the Applicant that it has conducted its own due diligence and complied with this Section.

12.0 APPLICANT’S UNDERTAKINGS

The successful Applicant shall be required to undertake, among other things, to:

- (a) Design, construct and fit out the Premises at its sole cost and expense. All locations are handed over in an “*as is*” condition;
- (b) Fixture and have in place all of its Premises and equipment, as approved by the Licensor, and be open for business on the date specified by the Licensor. If the

business is not open on the specified date, the Applicant will pay late opening fees as set out in the Licence;

- (c) Utilize a Point of Sale system which will be able to:
 - (i) Clearly indicate the information of the concessionaire i.e. name, address, contact number
 - (ii) Accommodate multiple forms of payments including credit card and different currencies
 - (iii) Provide security/access controls. The transaction database to be maintained based on data retention standard set by the Licensor. This should be exportable for use with other software
 - (iv) Generate receipt and invoice information with full integration with the G/L system
 - (v) Create audit trails of all transactions including voids, overrides and deletions
 - (vi) Detail pricing information including, standard pricing, discounts, taxes etc.
 - (vii) Report including daily sales, period sales, sales history for single locations and/or aggregated on multiple locations
 - (viii) The Point of Sales system must have the ability to send detailed reports directly to the Licensor in an electronic format as is required by the Licensor.
- (d) Operate the Premises in a manner acceptable to the Licensor and to provide the optimum level of customer service and sales;
- (e) Abide by the Licensor's Regulations, Rules, Policies and Directives.

13.0 GOVERNING LAWS

Applicants are advised and acknowledge that the laws of Jamaica will govern the Licence and that the Licence will be in English.

PART III
DESIGN, DEVELOPMENT AND CONSTRUCTION

14.0 DEVELOPMENT PROCESS

The successful Applicant will occupy the Premises on an “*as is*” condition and will be responsible for the complete financing, design, construction, fixturing, equipping, commissioning and operation of the Premises. The successful Applicant will be required to retain engineers, designers, contractors and other professionals to prepare the requisite engineering and construction designs and may select any qualified consultants certified to do business in Jamaica.

As set out in Schedule 6 of the Form of Proposal, Applicants are initially required to submit concept plans for the Premises. The concept plans should be comprised of the following elements:

- **Preliminary Dimensioned Space Plan;**
- **Concept Elevation Renderings showing perspective(s) or elevation(s) of the proposed storefront design with signage;**
- **Preliminary cost estimate and construction timetable showing how work will be completed and the Premises operational and ready for business on the commencement date.**

The successful Applicant will ultimately be required to provide the Licensor detailed development/ construction plans, cost estimate and final construction schedule for the Premises. The Licensor development process is set out in detail in the document titled “**Licensee Design Criteria Manual - Sangster International Airport**”. Before any work begins, all plans, contractors, sub-contractors and other companies doing work for the Applicant must be approved by the Licensor.

14.1 Premises Design Process

The intent of the “**Design Criteria Manual Sangster International Airport**” is to provide Applicants, their designers and contractors the information necessary to design and develop the Premises. It contains the Licensor’s criteria and procedures for obtaining approval for design and construction of the facilities. The Applicant’s designers will need to be familiar with the Manual, the Licensor’s development approval process and requirements applicable to development projects at the Airport. The successful Applicant is responsible for obtaining all permits, paying all fees and obtaining all required approvals including the Licensor’s development approval.

The architectural and interior design “*theme*” for the ITB is intended to reflect both the natural environment and the cultural heritage of Jamaica. These expressions are to be achieved by incorporating architectural elements and materials into the framework of the building, as well as by incorporating artwork and natural artefacts that represent Jamaica. By working closely with Applicant designers, the Licensor intends to invoke maximum creativity of the Premises while maintaining the overall design features of the ITB.

14.1.2 Premises Extra Requirements

If the Successful Applicant’s requirements for any of the utility services supplied by the Licensor exceed the standards or capacities available, the Applicant may apply to the Licensor for upgrading such services. The Licensor will review the application and may agree to the upgrade. If the Licensor agrees, it shall supply a quotation to the Applicant for such upgrade work and the Applicant shall reimburse that amount to the Licensor on demand, following completion of the work by the Licensor’s contractor. All related costs, including those of the Licensor’s engineers, plus 15% for the Licensor’s coordination, supervision and administration shall be borne by the Applicant.

14.2.1 **Labour Affiliations**

Contractor(s) and subcontractor(s) are to employ competent tradesmen and pay fair wages for work performed and undertaken by the Applicant in developing the Premises.

14.2.2 **Working Hours**

Should the progress of construction work performed within the regular working hours be insufficient to ensure a satisfactory on-time opening, the Applicant's forces may work overtime or extra shifts. The Applicant's contractor(s) must inform the Licensor of such activities and work.

14.2.3 **Safety and Security Regulations**

It is the intent of the Licensor to provide a safe, secure and healthy work place for all workers at the Airport and it may issue safety and security instructions to the Applicant's contractor(s) from time to time, which must be strictly observed. The Applicant's managers, supervisors and workers must accept responsibility to ensure that safety and security are the top priority. Nothing less will be accepted. In addition, the Applicant must adhere to all safety and security procedures established by the Licensor.

The Applicant shall take all necessary steps to secure the Premises during the fixturing period. The Licensor shall not be liable for any loss or damage including theft of building materials, equipment or supplies. All persons on the Airport in connection with the development of the Premises shall fully comply with all the Licensor's security and safety regulations and cooperate with the concerned authorities in enforcing such regulations. Minors shall not be permitted on the construction site at any time. The Applicant must submit a Procedures, Safety and Security Manual to the Licensor before commencing any work.

First Aid shall be provided and paid for by the Applicant's contractor(s) for all its workers at the Premises.

14.2.4 **Temporary Services**

The Successful Applicant will need to provide its workers with temporary clean-up facilities and water. The Applicant will be required to provide its own temporary power during construction unless otherwise informed by the Licensor.

14.2.5 **Parking**

The Applicant's contractor(s) and employees shall park vehicles in designated construction parking areas.

14.2.6 **Waste Removal**

The Applicant's contractor(s) shall maintain the ITB in a reasonable clean and orderly manner during the construction and fixturing period and shall remove all non-recyclable waste, excess material, trash and cartons to a designated landfill site daily. Gypsum products shall be separated and placed in designated containers and removed off site to a recycling facility. Recyclable waste materials are to be removed from site to a designated waste recycling facility.

1.4.2.7 Liens

The successful Applicant shall not carry out any work until the Licensor is provided with a waiver from every contractor and subcontractor and all persons supplying services, labour or materials in connection with the work, duly signed in the following form:

“To MBJ Airports Limited (MBJ):

In consideration of the Licensor permitting the undersigned to be engaged in supplying work or materials in connection with the construction and development of Premises at the Sangster International Airport, the undersigned hereby waives and releases any claim of builders' lien with respect to work to be done and materials to be supplied in connection with improvements at the said site. This waiver and release will not affect any worker earning wages. If any claim of builders' lien is filed on behalf of the undersigned or any subcontractor or person supplying work or materials in connection with any contract of the undersigned pertaining to the project, the undersigned will within 72 hours release and discharge or cause to be released and discharged such lien.”

14.3 Additional Information

It is recognized that the successful Applicant will use its own form of contract to undertake the Construction and Development Work. However, Applicant must consider terms, conditions and rules and regulations in place at the Airport for construction activities. The Licence will require Applicant's contractors to abide by the conditions similar to those outlined in the Licensor's General and Special Conditions of Contract.

**PART IV
STATISTICAL INFORMATION**

15.0 TRAFFIC STATISTICS AND FORECAST

Jamaica is an island nation and as such it relies upon air transportation for the importation of goods and the movement of people. The country is served by a number of major international airlines and the national carrier Air Jamaica, which provides both international and domestic services.

Sangster International Airport handles approximately 70.1% of the country's international passenger traffic. Most tourists to Jamaica also begin and end their visits in Montego Bay because of the area's attractions and its role as a hub in the transportation system. International cruise ship passengers on trips in the Caribbean and to North America use the Airport to access the seaport in Freeport.

Table 15.1 presents the historical and forecast passenger statistics for the Airport for the period 2000-2011. Historically the passenger traffic has been distributed as follows: arriving passengers have made up approximately 49% of the Total Passengers and departing passengers have made up approximately 51% of the Total Passengers.

Table 15.1 – Historical and Forecast Passenger Statistics

Year	International Arriving Passengers	International Departing Passengers	Actual and Projected
2003-04	1,225,956	1,225,357	Actual
2004-05	1,285,674	1,279,740	"
2005-06	1,321,501	1,351,988	"
2006-07	1,448,887	1,483,781	"
2007-08	1,502,208	1,496,675	"
2008-09	1,469,963	1,479,119	"
2009-10	1,523,408	1,518,385	"
2010-11	1,596,074	1,579,719	Projected
2011-12	1,647,959	1,627,479	"
2012-13	1,701,961	1,680,176	"
2013-14	1,767,543	1,744,830	"
2014-15	1,809,562	1,786,164	"

Note:

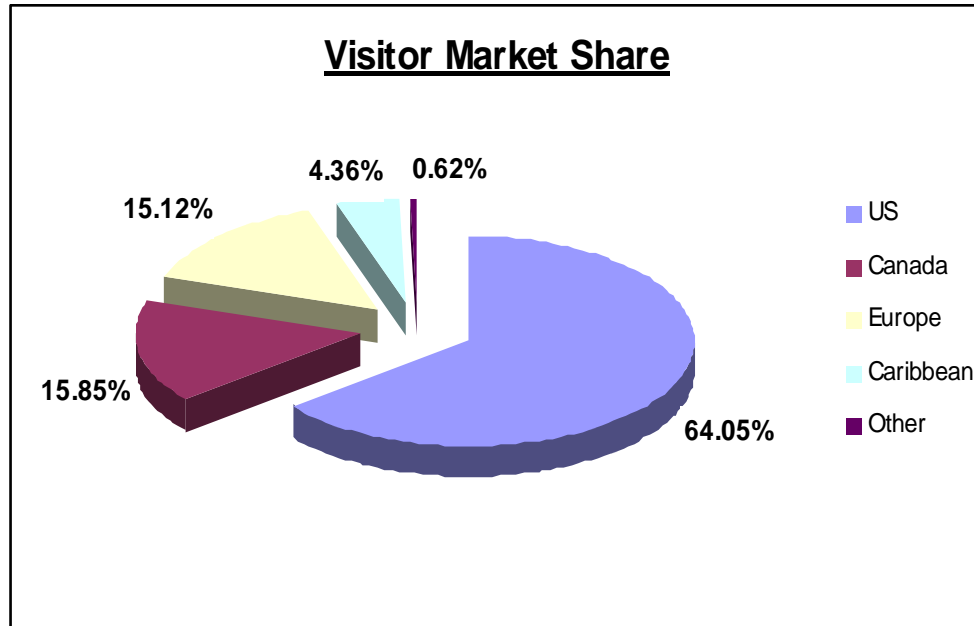
The table above excludes passengers on private flights and domestic passengers.

The Historical and Forecast Passenger Statistics presented in this document are for information only. Please note that these statistics were derived from information provided by the Government of Jamaica (GOJ) and data collected by the Licensor from airlines serving the airport. Neither the GOJ nor the Licensor warrants or assumes any legal liability or responsibility for the accuracy, completeness, or usefulness of any information or statistics disclosed. They are estimates only, subject to deviation, and are not guaranteed or warranted in any way. Applicants should conduct their own due diligence and make such investigations and inquiries as they consider necessary for the purpose of submitting a business Proposal.

15.2 Market share of Jamaica Arrival Statistics

The chart below shows the visitor market share of arriving passengers to Jamaica for the period 2009.

Figure 15.2 – Visitor Market Share



15.3 Non-Stop Destination Cities by Carrier (s) serving MBJ

	Airline	Destination
1	Air Berlin	Dusseldorf
2	Air Canada	Calgary, Edmonton, Halifax, Montreal, Ottawa, Toronto, Vancouver, Winnipeg
3	Air Jamaica	Ft. Lauderdale, Nassau, New York, Philadelphia
4	Air Tran	Atlanta, Baltimore, Milwaukee, Orlando
5	Air Transat	Calgary, Edmonton, Halifax, Montreal, Quebec, Saskatoon, Toronto, Vancouver
6	American	Chicago, Dallas Ft. Worth, Miami, New York
7	Arkefly	Amsterdam
8	Blue Panorama	Milan
9	British Airways	London Gatwick
10	Can Jet	London, Montreal, Ottawa, Toronto
11	Cayman Airways	Cayman
12	Condor	Frankfurt
13	Continental	Houston, Newark
14	Delta	Atlanta, Detroit, Memphis, Minneapolis, New York
15	Frontier	St. Louis
16	Jazz Air LP	Halifax, Montreal, Ottawa, Toronto
17	Jet Airfly	Brussels
18	Jet Blue	Boston, New York, Orlando
19	Spirit	Ft. Lauderdale
20	Sun Country	Lansing/Capital City, Minneapolis
21	Sunwing	Calgary, Edmonton, Greater Moncton, Halifax, Montreal, Ottawa, Toronto, Winnipeg
22	Thomas Cook	Glasgow, London Gatwick, Manchester,
23	Thomson Fly	Birmingham, East Midlands, London Gatwick
24	United	Chicago, Washington (Dulles)
25	US Airways	Charlotte, Philadelphia, Phoenix
26	USA3000	Chicago, St. Louis
27	Virgin	London Gatwick
28	West Jet	Calgary, Edmonton, Ottawa, Regina, Saskatoon, Toronto, Vancouver, Winnipeg
29	Western Air	Nassau
30	White Airways	Lisbon

15.4 Economy

Real GDP in the Tourism sector (Hotels, Restaurants and Clubs) grew by an estimated 1.2% in 2009 despite the softening global economy. The Ministry of Tourism through the JTB is very active in marketing the island globally to diversify visitor markets and to secure additional airline services, while the local tourism industry capitalized on the increase in room stock. This performance represented another year of growth for the sector.

There are currently over thirty thousand (30,000) hotel rooms available in the tourism area and over ten thousand (10,000) rooms are under construction for opening by 2012, a cumulative total of over forty thousand (40,000) rooms. In addition, several existing hotels are being refurbished and expanded. Also, the Government has and continues to implement highway infrastructure improvement projects in support of the tourism and hospitality sectors.

**PART V
FORM OF PROPOSAL**

**SCHEDULE 1
PROPOSAL FOR DEVELOPMENT & OPERATION
OF A FOREIGN EXCHANGE CONCESSION**

1. The Applicant is submitting a Proposal for the four (4) locations as shown in Appendix C and will operate the Concession under the following **Operating and/or Brand Name:**

Operating Name _____

and/or

Brand Name _____

2. The Applicant undertakes to operate the Concession under a **special purpose company as a distinct and separate business entity** whose revenues, expenses and financial records/statements will be maintained independently and not combined or consolidated with any other entity or branch of the Applicant.
3. A detailed description of the Applicant's concept is provided hereunder.

**SCHEDULE 2
COMPANY PROFILE**

1. Please complete "1(a)" and either "(b)", "(c)" or "(d)", whichever is applicable.

(a) Name of Company (full legal name):

Business or Operating Name:

Full Street Address:

Courier Address (if different):

Telephone: () _____

Fax: () _____

Email: _____

Contact Name:

Position:

(b) CORPORATION STATEMENT: (Only if Corporation, answer the following)

CORPORATIONS must provide a copy of their certificate of incorporation as part of their Proposal.

Year of Incorporation _____

Where Incorporated? _____

Address of Registered Office in Jamaica:

Please provide a breakdown of the ownership of the Corporation as follows:

<u>Name</u>	<u>Address</u>	<u>Share %</u>
-------------	----------------	----------------

How is the Corporation held:

Privately Publicly

(c) SOLE PROPRIETOR OR PARTNERSHIP STATEMENT:

General Partnership Limited Partnership Sole Proprietor

Date and Place of Organization: _____

Name and Address of Sole Proprietor or Partners:

<u>Name</u>	<u>Address</u>	<u>Share %</u>
-------------	----------------	----------------

_____	_____	_____
_____	_____	_____
_____	_____	_____

(d) JOINT VENTURE STATEMENT: **(Only if Joint Venture, answer the following)**

Date and Place of Organization: _____

Is the Joint Venture:

An un-incorporated association that is not a partnership
 A partnership

What is the purpose of the Joint Venture:

Name and Address of each party to the Joint Venture:

<u>Name</u>	<u>Address</u>	<u>% of Ownership</u>
-------------	----------------	-----------------------

_____	_____	_____
_____	_____	_____
_____	_____	_____

2. Indicate the number of personnel in the Company: _____

3. Attach Company Organization Chart

4. This Company is a subsidiary of _____
5. Companies subsidiary to this Company are _____
6. References - provide a list of references, include: business name, contact person(s), business relationship/nature of reference, phone number and address (i.e. previous contracts, current contracts, previous and existing clients, etc.)

List relevant Foreign Exchange businesses or facilities operated by your company in the last five years. Highlight any specific experience in operating a Foreign Exchange businesses or facilities. Also provide the following:
 - a) Facility or Airport name, location, address and square metre size of premises.
 - b) The actual gross sales generated by the concession each year.
7. List union affiliations and/or labour agreements to which the Company is signatory together with the expiry date for each agreement.

Attach additional pages as required.

**SCHEDULE 3
FINANCIAL CAPABILITY AND EXPERIENCE**

1. List relevant Foreign Exchange businesses or facilities operated by Applicant in the last five years. Also provide the following:

a) Facility or Airport name, location, address and square metre size of premises.

b) The actual gross sales generated by the concession each year.

2. Attach audited financial statements for the last three (3) years including Balance Sheet, Income Statement, Statement of Retained Earnings and Statement of Changes in Financial Position. Also please provide the following Annual Revenue by Year:

2009 _____

2008 _____

2007 _____

3. REFERENCES

Provide a list of references, include: business name, contact person(s), business relationship/nature of reference, phone number and address (i.e. previous contracts, current contracts, previous and existing clients, etc.). In addition, provide the following references:

Financial References

a) Bank

Names and Title of Contact Person

Telephone Number ()

b) Other Accredited Credit Rating Agency

Name and Title of Contact Person

Telephone Number ()

c) Insurance Company

Name and Title of Contact Person

Telephone Number ()

4. Industry Knowledge

Describe recent dynamics and trends in the retail industry and how the Applicant would like to apply its knowledge and experience to Sangster International Airport.

5. Management Team and Operating Plan

- (a) Provide a description of the management structure and operating plan that Applicant will be using to operate the Proposed Concession, including the relationship between the Airport operation and Applicant's other operating entities.
- (1) Provide a list of all key personnel and description of the responsibilities and duties of each team member. Attach resumes for these individuals detailing qualifications, employment history and experience.

Attach additional pages as required.

**SCHEDULE 4
MARKETING, SERVICE AND PRICING PLAN**

(1) Overall Marketing Strategy

- a) Describe the marketing strategy Applicant will use in the promotion of the Proposed Concession with emphasis on obtaining maximum patronage and revenues.

(2) Service Plan and Pricing Philosophy

- a) Provide a complete list of proposed services and prices.
- b) Describe the strategy to be employed in the design and layout of services the along with any innovative measures to be included in this program.
- c) Describe your philosophical approach to store atmospherics for this concession in order to achieve maximum patronage and optimize sales.

The permitted services, as may be approved by the Licensor, will be reproduced as Section 15 in the Term Sheet of the Draft Licence.

(3) Pricing Philosophy

- a) Describe Applicant's overall pricing concept, including how initial prices will be determined, and philosophy including its plans for administering and maintaining the pricing program. (Note: Applicants will be required to charge prices quoted in the proposal).

All concessionaires at the Airport are to operate under a "**Fair Pricing**" regime. Fair pricing requires that **airport prices be no more than 10% higher than Bank of Jamaica Daily Foreign Exchange Rates.**

Attach additional pages as required.

**SCHEDULE 5
CUSTOMER SERVICE AND QUALITY CONTROL**

Include the performance measurement criteria and related programs for each of the following areas:

1. Customer Service Program:

- a) Outline the customer service program to be provided for the Foreign Exchange Concession, including a description of Applicant's specific approach to serving customers, along with any unique aspects of Applicant's customer service philosophy, including staff training.
- b) Outline the program the Applicant shall use to monitor customer levels of service and satisfaction.

2. Quality Control:

Outline the quality control program that will be implemented for the Foreign Exchange Concession and how Applicant will ensure that quality controls are maintained and deficiencies addressed.

Provide detailed description of the customer service and quality control programs that will be developed, implemented and employed for the operation of the Proposed Concession.

**SCHEDULE 6
DESIGN, DEVELOPMENT AND CONSTRUCTION PLAN**

1. Provide details of the Applicant's proposed Premises and how the "Sense of Place" theme will be addressed /achieved.
2. The Capital Investment Breakdown for the Premises must be provided below:

Applicants are required to submit concept plans for the Premises. The concept plans should be comprised of the following elements:

- Preliminary Dimensioned Space Plan and descriptive written narrative in support of the Proposal;
- Concept Elevation Renderings showing perspective(s) or elevation(s) of the proposed storefront design with signage;
- Preliminary cost estimate and construction timetable showing how work will be completed and the Premises operational and ready for business on commencement date.

CAPITAL INVESTMENT BREAKDOWN

Design and Engineering:	\$ _____
Construction:	_____
Equipment:	_____
	SUBTOTAL: _____
Contingency:	_____
	TOTAL: _____

Construction Timetable

- a) Provide detailed construction timetable demonstrating how the construction work will be completed on time with the Premises being fully operational and ready for business as provided for in Section 7 of the Term Sheet in the Licence.
- b) The Applicant will make reasonable best efforts to minimise inconvenience to passengers and customers, during the Fixturing Period and any other period that the Applicant is carrying out any construction or work.

**SCHEDULE 7
STORAGE SPACE REQUIREMENT**

(1) Does the Applicant have a need for and wish to Licence storage space?

Yes: _____

No: _____

(2) Please indicate the amount of storage space that is required.

The Applicant wishes to Licence approximately _____ square meters (square feet) of storage space.

**SCHEDULE 8
COVENANT / CREDIT-WORTHINESS / CO-COVENANTOR(S)**

(3) Credit-worthiness is one of the criteria for selection

One of the criteria that will be considered by the Licensor in selecting the successful Applicant is the financial strength of the Applicant and any Co-Covenantor(s). Any Proposal may be eliminated from consideration based on these criteria.

Accordingly, Applicant is encouraged to:

- (a) Submit financial statements or other materials demonstrating the financial strength of the covenant represented by the Applicant; and
- (b) Identify Co-Covenantor(s), as provided for below.

(4) Co-Covenantor(s)

To induce the Licensor to select the Applicant, the undersigned agree(s) to be liable, jointly and severally with each other and the Applicant, for all obligations of the Applicant under the Form of Proposal submitted by the Applicant and under the Licence, and agree(s) to execute as a deed and deliver to the Licensor the Co-Covenantor Agreement(s) in the form prescribed by the Licensor at the same time as the Licence is to be executed and delivered to the Licensor in the form prescribed by the Licensor.

CO-COVENANTOR #1

Name of Co-Covenantor: _____

Address: _____

_____ Postal Code: _____

Telephone: _____ Fax: _____

Relationship to the Applicant: _____

EXECUTION:

Name of signatory
(if Co-Covenantor is a company): _____ Position: _____

Signature: _____ Date: _____

CO-COVENANTOR #1

Name of Co-Covenantor: _____

Address: _____

_____ Postal Code: _____

Telephone: _____ Fax: _____

Relationship to the Applicant: _____

EXECUTION:

Name of signatory
(if Co-Covenantor is a company): _____ Position: _____

Signature: _____ Date: _____

The Co-Covenantor(s) will be required to enter into a Co-Covenantor Agreement in a form prescribed by the Licensor. A copy of the Licensor's standard form Co-Covenantor Agreement is available upon request. The Co-Covenantor Agreement(s) must be executed as a deed and delivered to the Licensor at the same time as the Licence is to be executed and delivered to the Licensor. Failure to do so may be treated by the Licensor as if the Applicant had failed to execute and deliver the Licence within the time prescribed in the Form of Proposal, and will give rise to the same rights and remedies to the Licensor (see Section 4.0 of the Form of Proposal); but the Applicant will be and remain liable regardless.

**SCHEDULE 9
FINANCIAL PROPOSAL**

Minimum Annual Guarantee, Percentage Rate Bid and Key Payment

Please fill in the Minimum Annual Guarantee that is offered in both written words and dollar amounts. The Percentage Rate of Gross Sales to be added to the Minimum Annual Guarantee is fixed as indicated in **Table 11.2**.

Note: The Minimum Annual Guarantee for each period/year must not be less than the previous period/year's Minimum Annual Guarantee and be stated in United States Dollars. The Minimum Annual Guarantee offered in the following Schedule 9.1 cannot be less than the figures shown in Table 11.2 of the Basic Terms of Licence in Part II Proposed Concessions - Terms.

Schedule 9.1

Period / Year	Minimum Annual Guarantee in US\$ for the Period / Year <i>written words</i>	Dollar amounts in US\$
Dec 1, 2011 – Nov 30, 2012		\$
Dec 1, 2012 – Nov 30, 2013		\$
Dec 1, 2013 – Nov 30, 2014		\$
Dec 1, 2014 – Nov 30, 2015		\$
Dec 1, 2015 – Nov 30, 2016		\$

In addition to the foregoing the Applicant may offer to the Licensor, in United States Dollars, a one time non-refundable Lump Sum Incentive Payment of no less than **US\$125,000.00** to induce the Licensor to select its Proposal for the new concession. This fee must accompany the proposal.

Date

Authorized Signatory

Authorized Signatory

FINANCIAL PROPOSAL cont:

Each Applicant shall prepare pro-forma statements covering a five (5) year period for the Foreign Exchange Concession. A breakdown of revenues and expenditures shall be provided for each year as follows:

- Period / Year 1:
- Period / Year 2:
- Period / Year 3
- Period / Year 4:
- Period / Year 5:

Revenues shall be detailed by major product categories. Expenses shall be broken down into the following categories: Operating costs, merchandise, wages and salaries, interest, insurance, advertising, depreciation, other expenses (before fees and taxes).

All assumptions and key hypotheses supporting the financial projections should be stated. The financial projections should be based upon management’s best estimates with respect to the likely future operating results. The forecasted figures must be reasonable and realistic.

To assist the Applicants in preparing this information and to help the Licensor analyze the proposals being submitted a diskette or CD ROM should be included with the RFP package. We would ask that you input the required information onto the spreadsheet and include a diskette or CD ROM with your RFP. A hard copy of the completed spreadsheet should also be included with the RFP in case the diskette or CD ROM becomes corrupted or the file is erased.

**Request for Proposals - Proposed Concession
Financial Proposal – Pro Forma Statements**

<i>Numbers in thousands</i>	Period/ Year 1	Period/ Year 2	Period/ Year 3	Period/ Year 4	Period/ Year 5
Location – ITB	\$	\$	\$	\$	\$
Total Revenues	\$	\$	\$	\$	\$
<u>Expenses</u>					
Operating Costs	\$	\$	\$	\$	\$
Services	\$	\$	\$	\$	\$
Wages & Salaries	\$	\$	\$	\$	\$
Interest	\$	\$	\$	\$	\$
Insurance	\$	\$	\$	\$	\$
Advertising	\$	\$	\$	\$	\$
Amortization	\$	\$	\$	\$	\$
Other Expenses – Before Minimum Fees Bid & Taxes					
	\$	\$	\$	\$	\$
Total Expenses	\$	\$	\$	\$	\$
Net Profit – Before Minimum Annual Guarantee Bid & Taxes					
	\$	\$	\$	\$	\$

**SCHEDULE 10
PROPOSAL CHECKLIST AND ACKNOWLEDGEMENT**

The Applicant is to submit the following checklist, required forms and written documents with its Proposal:

- Cover Letter**
- Bid Guarantee of US\$50,000.00**
- Form of Proposal**
- Schedule 1 - Proposal for Foreign Exchange Concession
- Schedule 2 - Company Profile
- Schedule 3 - Financial Capability and Experience
- Schedule 4 - Marketing, Service & Pricing Plan
- Schedule 5 - Customer Service and Quality Control
- Schedule 6 - Design, Development and Construction
- Schedule 7 - Storage Requirements
- Schedule 8 - Covenant / Credit-Worthiness / Co-Covenantor(s) Undertaking
- Schedule 9 - Financial Proposal
 - Computer diskette or CD ROM
- Schedule 10 - Proposal Checklist and Acknowledgement

Date

Authorized Signatory

Authorized Signatory

NOTE: ONE ORIGINAL AND TWO COPIES OF THE PROPOSAL MUST BE SUBMITTED

APPENDIX A
DRAFT LICENCE

Please Note – the Draft Licence is included herewith as a Separate Document

APPENDIX B
LICENSEE DESIGN CRITERIA MANUAL

Please Note – the Licensee Design Criteria Manual is included herewith as a Separate Document

APPENDIX C

DRAWINGS SHOWING LOCATION OF PREMISES

Please Note – the Drawings are included herewith as a Separate Document