

**Macau International Airport Company Limited (“CAM”)
Request for Proposal – No. PTB202601C
Convenience Store Services Subconcession**

Macau International Airport Company Limited (“CAM”) invites the submission of proposals by qualified Bidders to install and operate convenience stores to offer a selective range of daily consumables and provide a range of convenience services at the Macau International Airport (“MIA”), within the Subconcession Area defined, including being responsible for its design, lay-out, concept(s), and development.

This request for proposal (“RFP”) provides CAM the opportunity to select a Bidder to set up and operate the services under a subconcession contract to be executed by the successful Bidder with CAM, at the **Subconcession Area** [i.e. **a**) Space No.01-01-0127 with an area of approximately forty (40) square meters (as marked in blue in the floor plan in Annex I), **plus b**) Space No. 01-00-0148 with an area of approximately forty six (46) square meters (as marked in yellow in the floor plan in Annex I)].

CAM expects that Bidders will present excellent proposals that offer outstanding customer service with a wide range of convenience consumables & services (as illustrated in Section C.3. of this RFP) for airport users in MIA while generating good revenues and reputation with simple and neat store concepts that reflect the unique characteristics of the Macau Special Administrative Region (“Macau”) market. Bidders should be experienced, financially sound and able to create unique spaces and retail concepts. The objectives for this RFP process are the following:

- To provide outstanding customer service with a wide range of convenience consumables & services to airport users in MIA within the space defined;
- To provide simple and neat store concepts and offer convenience consumables and services at competitive prices;
- To optimize the non-aeronautical revenues of MIA.

To be considered for participation, **1 (one) original and 1 (one) hard copy (“Original” or “Copy” to be clearly labelled on the cover of each of them as appropriate) plus 1 (one) CD-ROM with the PDF soft copy of a Bidder’s proposal** with all information required by the RFP should be sent to the address below, **in a SEALED and OPAQUE envelope or package**, to arrive and be received by CAM **no later than 12:00 noon (Macau local time) on 1 July 2026. Please Mail/Hand Deliver proposals to:**

Macau International Airport Company Limited
4th Floor, CAM Office Building,
Avenida Wai Long, Taipa, Macau SAR

The package(s) must follow the instructions below:

- The cover of the SEALED and OPAQUE envelop or package:

REQUEST FOR PROPOSAL – NO. PTB202601C CONVENIENCE STORE SERVICES SUBCONCESSION

TO BE OPENED BY AUTHORIZED PERSONNEL ONLY

Macau International Airport Company Limited
4th Floor, CAM Office Building,
Avenida Wai Long, Taipa, Macau SAR

- The name and address of the Bidder must also be clearly printed on the outside of the envelop or package.

Late proposals will not be accepted and will be returned to Bidder(s).

Request for Proposal

Table of Contents

The RFP package should have all of the following sections and annexes:

Sections:

- A. Submission, Selection and Contracting Procedures
- B. Key Business Terms and General Conditions
- C. Business Opportunities
- D. Proposal Requirements
- E. Evaluation Criteria

Annexes:

- I. Floor Plan with Landlord Provision
- II. Experience and Qualifications Statement
- III. Commission Fee Rate
- IV. Projected Annual Sales, Commissions and Income Statements
- V. Capital Investment and Start-Up Financing Plan
- VI. Professional References Form
- VII. Executed Proposal Affidavit
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A. Submission, Selection and Contracting Procedures

1. General

All Bidders are required to study this RFP thoroughly and ensure full compliance with all the requirements and check carefully the prepared submissions for errors and omissions.

2. Schedule

The following is the schedule for this RFP process:

| | Date & Time (Macau Local Time) |
|--|-----------------------------------|
| Issuance of RFP | 4 May 2026 |
| Deadline for Submission of “ <i>Pre-Bid Meeting & Site Visit Registration Form - PTB202601C</i> ” (Annex VIII)* | 12:00 Noon, 13 May 2026 |
| Pre-Bid Meeting & Site Visit* | 10:00 am, 18 May 2026 |
| Deadline for Submission of “ <i>Questions for RFP no. PTB202601C</i> ”** | 5:00 pm, 19 May 2026 |
| Deadline for Submission of Proposal** | 12:00 Noon, 1 July 2026 |
| Interview and Presentation, if any | (tentatively) July 2026 |
| Notification of Selection | (tentatively) August 2026 |

* Late registration or late attendance will NOT be accepted.

** Late submission will NOT be accepted.

3. Submission of Proposals for Convenience Store Services Opportunity:

This RFP contains an opportunity to operate convenience store and to carry out the retail of selling convenience consumables & services to airport users in MIA within the **Subconcession Area** [i.e. **a**) Space No. 01-01-0127 with an area of approximately forty (40) square meters (as marked in blue in the floor plan in Annex I), **plus b**) Space No. 01-00-0148 with an area of approximately forty six (46) square meters (as marked in yellow in the floor plan in Annex I)].

Under the present RFP, a Bidder may only submit one proposal, without prejudice to Section A.6. below.

4. Minimum Qualifications

- Each Bidder must fulfil the following conditions:
 - 1) The Bidder itself must have at least 3 (three) years’ experience of operating convenience store(s) in any locations. (Experience in

airports is not mandatory but is preferable.) Please elaborate your experiences in Annex II;

- 2) The Bidder itself must be a company duly incorporated and existing under the laws of Macau or any other jurisdiction and, in either case, must have been duly registered with both the Macau Commercial and Movable Assets Registry and the Macau Financial Services Bureau;
- 3) The Bidder itself must be eligible to apply for the relevant licenses and permissions to operate convenience store in Macau from the relevant Macau Authorities.

Please note that any company which has entered into and maintains a subconcession contract of any activities/services with CAM as a subconcessionaire at the Airport (except for the current subconcessionaire of Space no. 01-01-0127 at MIA) will in no case be selected for the contract negotiation under the present RFP.

- Moreover, CAM may, at its sole discretion, disqualify and reject a Bidder's Proposal in any of the situations listed below if CAM considers, in its sole judgement, that such situation may hamper or distort normal competition:
 - a) The Bidder is a member of the corporate administrative body (whether named or constituted as a board of directors or otherwise) or an owner, member, shareholder, beneficial owner or subsidiary (whether direct or indirect) of any other company which (i) currently operates at MIA, other than in Space No. 01-01-0127, an activity or service similar to the activity or service that the Bidder proposes to provide in response to the present RFP, or (ii) is seeking to operate such similar activity or service in competition with, or concurrently with, the Bidder's proposal;
 - b) The Bidder has any shareholder, beneficial owner or subsidiary (whether direct or indirect) or any member of corporate administrative body (whether named or constituted as a board of directors or otherwise) or any senior officer, staff member or employee that is a shareholder, beneficial owner or subsidiary (whether direct or indirect) or a member of the corporate administrative body or a senior officer, staff member or employee of any other company which (i) currently operates at MIA, other than in Space No. 01-01-0127, an activity or service similar to the activity or service that the Bidder proposes to provide in response to the present RFP, or (ii) is seeking to operate such similar activity or service in competition with, or concurrently with, the Bidder's proposal;
 - c) CAM believes, at its sole discretion, that the Proposal has been submitted as a consequence of, or is otherwise involved

in, any act, agreement or situation that may hamper or distort normal competition;

- d) any other situation comparable to the above in the sole judgement of CAM.

For example, any company other than the Bidder which submits a proposal to CAM for carrying out the similar activity or service referred to above whether before or after the Bidder submits its Proposal in response to the present RFP may, in the sole judgement of CAM, be considered as “is seeking to operate” the similar activity or service as described above, irrespective of whether CAM and that other company eventually enter into any contract or not. The “similarity” of activities or services referred to above is subject to the sole judgement of CAM.

- **In addition, please also pay attention to A.10 below.**

Bidders must provide appropriate and sufficient details on themselves as legal entities and their parent company relationship and shareholding structure.

Bidders shall provide sufficient information in their Proposal to demonstrate the fulfilment of the Minimum Qualifications stated above. Otherwise, at CAM’s sole discretion, the Proposal may be considered non-responsive and may possibly not be evaluated.

Notwithstanding the above, CAM reserves the right to decide at its sole discretion on the eligibility of any Bidders.

5. Pre-Bid Meeting & Site Visit & Questions

A pre-bid meeting will be held on 18 May 2026 at 10:00am (Macau local time), at the Multi-Function Room (No. 10-02-0036 & 10-02-0037) on the Mezzanine Level, Landside of the Passenger Terminal Building, Macau International Airport, Taipa, Macau SAR. All interested parties are cordially invited to attend the meeting. Following the Pre-Bid meeting, a site visit of the available spaces in the PTB at the MIA will be conducted. The site visit will only include the locations being offered in this RFP. No other site visits will be offered or conducted other than on the date stated above.

For security reasons, interested potential Bidders are required to complete and submit the “Pre-Bid Meeting and Site Visit Registration Form” (Annex VIII) along with a legible copy of the current identification document (i.e. valid Macau or Hong Kong SAR Identification Card or passport or travel document) of each of their delegates (there may be a maximum of 3 (three) delegates for each prospective Bidder). No lighters and matches of any types are allowed to be taken into the restricted areas, and delegates must bring their valid physical identification documents during the site visit.

The duly completed registration form (Annex VIII) should be sent either via facsimiles (853-2878 5465) or by mail (email is not acceptable) or hand-delivered no later than 12:00 noon (Macau local time) on 13 May 2026, to:

Macau International Airport Company Limited
4th Floor, CAM Office Building,
Avenida Wai Long, Taipa, Macau SAR

Subject: Pre-Bid Meeting and Site Visit Registration of PTB202601C

If the registration form is sent by mail or hand-delivered, please clearly label the envelope of the registration form as shown in the grey box above.

Potential Bidders may raise queries in writing and they shall be sent to CAM either via facsimiles (853-2878 5465) or by mail (email is not acceptable) or hand-delivered (please label the envelope clearly) no later than 5:00 pm (Macau local time) on 19 May 2026. Any queries, if deemed relevant and appropriate at the sole discretion of CAM, may be answered at the pre-bid meeting and/or on the webpage devoted to this RFP available at the website www.camacau.com.

6. Withdrawal of Proposal(s)

Proposals may be withdrawn by written request of the Bidder prior to the Deadline for the Submission of Proposals stated in Section A.2. above. After such withdrawal, the Bidder may submit another proposal prior to the Deadline for the Submission of Proposals stated in Section A.2. above. After the Deadline for Submission of Proposals, no Bidder will be allowed to withdraw its proposal for a period of 180 (one hundred and eighty) calendar days counted from the Deadline for Submission of Proposals.

7. Execution of Subconcession Contract

Within 90 (ninety) calendar days after the selected Bidder (*i.e. the Bidder which CAM eventually selects to negotiate the Subconcession Contract with*) is notified by CAM of the selection for the contract negotiation, the Bidder so selected will execute and enter into a Subconcession Contract with CAM, with the terms and conditions agreed upon by both parties to the Subconcession Contract. The Subconcession Contract will incorporate provisions of this RFP, as well as other terms and conditions to be negotiated between the parties.

8. Failure to Enter into Subconcession Contract

Without prejudice to the generality of Section A.15, CAM may cancel and/or annul the selection/the notification of selection and reject the selected Bidder's Proposal especially in the event that, for any reason whatsoever, the selected Bidder fails to enter into and execute the Subconcession Contract within 90 (ninety) calendar days after the notification of selection, and the Bidder will have no right to any claim of any kind against CAM, such as any claim of pre-contractual liability, recovery of costs or others.

9. CAM's Right to Cancel, Reject or Reissue the RFP

Notwithstanding any provision to the contrary, CAM reserves the right to cancel, reject or reissue this RFP, to invite new Bidders, or to take such other course of action as CAM deems appropriate at its sole and absolute discretion. CAM especially reserves the rights to:

- Waive any non-compliance in any proposals or proposing procedure;
- Reject or cancel any or all proposals;
- Reissue the RFP with or without modifications;
- Specify, approve or modify the location and size of the offered Subconcession Area;
- Negotiate any elements relevant to this RFP.

10. Selection and Rejection

It is CAM's intent to select the best overall proposal submitted by a qualified and responsible Bidder, in CAM's sole discretion, based on the Evaluation Criteria listed in Section E below. CAM is not required to select the Bidder's proposal with the highest proposed commission or the highest projected compensation to CAM. Neither the highest Proposal nor any Proposal will necessarily be selected or accepted. Any implication that the Proposal with the highest financial bid will be selected or accepted or that any Proposal at all will be selected or accepted is hereby expressly negated. CAM reserves the right to select or accept the Proposal which it deems most advantageous at its sole discretion, and further reserves the right to reject any or all Proposals for any reason.

Without prejudice to the above, any one or more of the following justifications, among others, may be considered sufficient for the rejection of a Bidder's proposal, regardless of the Bidder's qualifications in respect to other Evaluation Criteria (Section E herein):

- Evidence of collusion among Bidders;
- Non-responsive proposal, as determined by CAM in its sole judgment, as shown by past work, references or other relevant factors;
- Default on any obligation to CAM or any Macau Government entity;
- Submission of a proposal that is incomplete, conditional, ambiguous, obscure, or that contains alterations or irregularities of any kind;
- Submission of a merchandising concept deemed by CAM, in its sole judgment, to be inconsistent with the goals and objectives of the program, including its merchandising plan;
- Evidence of improper lobbying efforts toward members of CAM and/or employees of CAM.

Proposals which contain exceptions to the requirements of this RFP (including the Annexes) or otherwise fail to conform to the Instructions in the RFP may be disqualified or rejected. Anything to the contrary herein notwithstanding, CAM may elect to retain for consideration Proposals which are non-conforming, and may waive any non-compliance, irregularity, error, or time

stipulation required by the RFP. The stipulations herein are for the sole benefit of CAM and may be waived by CAM unilaterally.

CAM reserves the right to have any Proposal clarified or negotiate with any Bidder or with another Bidder or Bidders concurrently. In no event shall CAM be required to offer any modified terms to other Bidders. CAM shall incur no liability to any other Bidders as a result of such clarifications, negotiations or modifications.

Notwithstanding anything to the contrary, CAM reserves the right to add or remove Bidders at its sole discretion. CAM also reserves the right not to select or accept any Proposal submitted, and may seek additional or further Proposals from any other party or parties.

- Whereas CAM may concurrently conduct various RFP or other contracting processes for various subconcession contracts, CAM reserves the right, at its sole discretion, not to select one same company for contract negotiation or execution of more than one subconcession contract of any activities/services at the Airport.

If a Bidder under the present RFP has already been selected for contract negotiation with CAM for any other subconcession contract, and if CAM, at its sole discretion, considers it desirable to give this same Bidder a choice of being selected for contract negotiation under the present RFP, then CAM may notify this Bidder in writing that this Bidder may only be selected for contract negotiation under the present RFP on the condition that it expressly and irrevocably gives up the ongoing negotiation with CAM for entering into any other subconcession contract, forfeits the tender guarantee submitted to CAM (if any) under that other RFP or contracting process, and/or fulfils any other conditions that CAM considers desirable at its sole discretion.

Nevertheless, CAM does not guarantee the selected Bidder will successfully enter into any subconcession contract with CAM, even if the Bidder has made the decision of giving up the previously ongoing negotiation as described above. Any decision to be made by the Bidder shall be made at its own risk, with CAM having no responsibility for any loss or expenses incurred.

If any selected Bidder gives up the contract negotiation under the present RFP for any reason whatsoever, CAM may, at its sole discretion, select what it considers to be the next most advantageous Bidder instead for contract negotiation.

11. Consent to Investigation

CAM's determination as to whether a Bidder is qualified and responsible will be based on information provided by the Bidder in its proposal, interviews (if applicable) and other sources deemed to be valid by CAM. The Subconcession Contract will not be entered into until all investigations of the Bidder's business experience, financial responsibility and character that CAM deems necessary are

completed. By submitting its proposal, the Bidder expressly agrees to permit and cooperate with such investigations.

12. Bidder Interview

Bidders may be required to attend one or more interviews with CAM to discuss specific issues and to provide any clarifications related to the proposal. CAM will determine the dates and times of such interviews and Bidders will be given due notice of such at the appropriate time.

13. Bidder's Cost of Proposal Preparation

All costs incurred by a Bidder in the preparation of a proposal (including costs associated with interviews) will be borne exclusively by the Bidder. CAM is not responsible for any costs associated with any proposal submission.

14. Ownership

Once submitted, all proposals and supplementary materials will become the property of CAM.

15. Selection and Execution of Subconcession Contract Subject to Approval

The selection of a proposal and the execution of and entry into a Subconcession Contract under this RFP are **subject to the approval of CAM and the Macau SAR Government.**

CAM reserves the right to cancel and/or annul the selection/the notification of selection at its sole discretion before the execution of the Subconcession Contract, and the Bidder will have no right to any claim of any kind against CAM, such as any claim of pre-contractual liability, recovery of costs or others.

16. Representation by Brokers

CAM will not be responsible for any fees, expenses or commissions for brokers or their agents. Communications by or between employees of or consultants to CAM and any potential or actual Bidder broker or agent are not to be construed as an agreement to pay, nor will CAM pay any such fees, expenses or commissions. The Bidder must hold CAM harmless from any claims, demands, actions or judgments in connection with such broker (or agent) fees, expenses or commissions.

17. Disclaimer

The historical and forecast statistics (if any) and any other information, contained in this RFP (including the Annexes hereto) or in any answers to any queries, or otherwise provided, are provided for reference only to assist prospective Bidders in the preparation of a proposal. CAM assumes no responsibility whatsoever for the use of the information by Bidders or any third parties. CAM does not guarantee or assume any responsibility in any way for the completeness and accuracy of the information. All Bidders should conduct their own due diligence and make such

investigation and inquiries as they consider necessary for the purpose of submitting a proposal.

This RFP does not constitute an offer. No agreement shall result upon the submission of Proposals. CAM shall not be under any obligation to enter into any agreement with anyone in connection with this RFP and/or any responses received. CAM may cancel and/or reissue this RFP in whole or in part at any time. CAM will not have any obligation to anyone in connection with this RFP except only the eventual Subconcessionaire, if any, with whom CAM has executed and delivered the Subconcession Contract in writing, approved by CAM's management and the Macau Government.

18. Confidentiality

Each Bidder and any of its personnel (including but not limited to the Bidder's directors, supervisors, managers, employees and any other relevant consultants) undertakes to keep any information exchanged in the context of the present RFP strictly confidential, refraining from any use thereof outside this context either to their own benefit or the benefit of third parties, regardless of the purpose thereof, except where the information in question has been requested by competent public authorities, in which case such information may be provided thereto with prior notification to CAM.

This obligation of the Bidder and any of its personnel (including but not limited to the Bidder's directors, supervisors, managers, employees and any other relevant consultants) shall remain in place for 3 (three) years as from the date whereupon the present procedure is opened.

The Bidder and any of its personnel (including but not limited to the Bidder's directors, supervisors, managers, employees and any other relevant consultants) are liable for any damages arising from intentional or negligent non-compliance with those obligations referred to above regarding the use of the information exchanged, as well as for the confidentiality and use of the aforementioned information by any of their employees.

19. Pre-contractual Position

No pre-contractual position is or may be created by this RFP or its related documents.

20. Interpretation of the RFP and Jurisdiction

The validity, construction, interpretation and enforcement of RFP and any document or agreement contemplated herein and all rights, remedies, powers, obligations, and liabilities hereunder shall be governed by the laws of Macau.

CAM reserves the ultimate right to make any final and conclusive decision on all matters in relation to this RFP, including but not limited to its interpretation and implementation and the application of the provisions therein.

All conflicts arising from the RFP shall be brought exclusively to the Courts of Macau.

21. Addendums to RFP Documents

CAM may issue additional information, clarifications or modifications of the RFP documents by written Addendum(s). All written Addendum(s) issued by CAM before the Deadline for Submission of Proposals shall be published on the webpage devoted to this RFP available at the website www.camacau.com. All Addendum(s) shall be considered as incorporated into and forming part of this RFP.

B. Key Business Terms and General Conditions

Among other provisions to be included in the Subconcession Contract to be executed by CAM and the eventual Subconcessionaire, the terms and conditions specified below shall be applicable, pursuant to the Subconcession Contract to be executed and unless otherwise agreed in writing therein by the contracting parties:

1. Term of Agreement

The Subconcession Contract should become binding upon its execution/being signed by both CAM and the eventual Subconcessionaire. The date of handing over each of the Spaces comprising the Subconcession Area will be decided by CAM (Please refer to Section C.1). The Term of the Subconcession Contract will expire on 3 January 2032. (Any of the dates for the handover of a Space to the Subconcessionaire may also be called “**Handover Date**”.)

2. Consideration to CAM

The Subconcessionaire shall pay CAM the following monthly fee (“**Monthly Fee**”) per calendar month for each of the two individual spaces comprising the Subconcession Area:

I. For Space no. 01-01-0127:

- a. Occupancy Fee of **MOP 625** per square meter of the space handed over to the Subconcessionaire; plus

Condominium Fee of 40% (forty percent) of the Occupancy Fee, **i.e. MOP 250** per square metre, for the following utilities as may be supplied by CAM: electricity, air conditioning and/or common areas cleaning, if any (“Utilities”)

OR

- b. Commission - a commission fee, which is calculated by multiplying (1) the Commission Fee Rate [to be proposed by the Bidder as set out in Annex III, which **should not be less than 12% (twelve percent)**] by (2) the “net sales” amount of the Subconcession Activity (i.e. the operation of Convenience Store Services) of the space for the calendar month concerned, with the “net sales” being the gross sales minus sales return from customers and any discounts and allowances offered to customers,

WHICHEVER IS HIGHER.

II. For Space no. 01-00-0148:

- a. Occupancy Fee of **MOP 400** per square meter of the space handed over to the Subconcessionaire; plus

Condominium Fee of 40% (forty percent) of the Occupancy Fee, **i.e. MOP 160** per square metre, for the Utilities as may be supplied by CAM

OR

- b. Commission - a commission fee, which is calculated by multiplying (1) the Commission Fee Rate [to be proposed by the Bidder as set out in Annex III, which **should not be less than 6% (six percent)**] by (2) the “net sales” amount of the Subconcession Activity of the space for the calendar month concerned, with the “net sales” being the gross sales minus sales return from customers and any discounts and allowances offered to customers,

WHICHEVER IS HIGHER.

During the execution of the works of the “Improvements” in each of the spaces comprising the Subconcession Area (please refer to Section B.3 for details), the Subconcessionaire may, subject to the provisions stipulated in the Subconcession Contract to be executed, enjoy a one-time-only waiver of the Occupancy Fee (but, for the avoidance of doubt, not of the Condominium Fee) for a period not exceeding 30 (thirty) calendar days, which shall fall within the first year from the Handover Date of the relevant space.

Please note that:

- The Pataca (MOP) is the currency established for all the payments to be made to CAM;
- The Subconcessionaire is the sole responsible for the timely payment of all appropriate taxes, licenses and permit fees which may be levied by the Macau Government or other competent entities;
- During the term of the Subconcession Contract, CAM may on a yearly basis increase the Occupancy Fee and the Condominium Fee in accordance with the inflation reflected by the Macau Official Composite Consumer Price Index as published by the Statistics and Census Service (統計暨普查局 *Direcção dos Serviços de Estatística e Censos*) of the Macau Government;
- The Subconcessionaire must, no later than the 8th (eighth) day of each month during the term of the Subconcession Contract, pay CAM the fees in accordance with the Subconcession Contract.

3. Capital Investment and Improvements

The Bidder should propose a total capital investment in facilities that will be used to establish a minimum cost of improvements to be specified in the Subconcession Contract. “Improvements” include architectural and engineering works, and fixtures, furnishings and equipment installation on the Subconcession Area. The minimum capital investment for the “Improvements” in store space shall be not less than MOP 6,000 (Six Thousand Patacas) per square meter and the works of “Improvements” should be completed within the first year from the Handover Date in relation to each of the spaces comprising the Subconcession Area.

- In the event that the Subconcessionaire fails to complete all the “Improvements”, to be defined and detailed in the Subconcession Contract, within the first year from the Handover Date in relation to each of the spaces comprising the Subconcession Area, in compliance with the requirements to be stipulated also in the Subconcession Contract, CAM may, at its sole

discretion, impose on the Subconcessionaire a penalty of MOP6,000 (Six Thousand Patacas) per square meter of the relevant space in the Subconcession Area (which is equivalent to the minimum capital investment as described above) in proportion to the difference between the minimum investment of MOP6,000 (Six Thousand Patacas) per square meter of the relevant space in the Subconcession Area and the actual amount of investment made by the Subconcessionaire, without prejudice to any other legally admissible claims for damages or other remedies or applicable sanctions.

The Subconcessionaire shall, at its sole cost and expense, design, erect, construct and install all fixtures, furnishings, carpeting, decorations, finishing, equipment, counters, and other necessary alterations for its operation under the Subconcession. All construction and improvement works shall be in conformity with the airport construction requirements, and in conformity with the plans and specifications submitted by the Subconcessionaire and approved by the competent public authorities and CAM, and shall meet all applicable local building codes and ordinances as well as all other laws.

The Subconcessionaire's design must be reviewed and approved by CAM. CAM reserves the right to review and approve or refuse to approve any improvements or other capital investments. The Subconcessionaire will submit detailed plans of its proposed facilities to CAM in accordance with the schedule determined by CAM. Upon written notice by CAM of its approval of the plans, the Subconcessionaire will coordinate with CAM to schedule the construction and installation of the facilities.

The investment effectively made and the accounting procedures for its depreciation should be clearly evidenced and the investment must have been fully depreciated by the expiry date of the Subconcession Contract. CAM shall in no case pay the Subconcessionaire any indemnification nor reimburse the Subconcessionaire for any of the expenditure of the investment or the "improvements" stated above unless expressly provided otherwise in the eventual Subconcession Contract.

4. Expiration of Subconcession Contract

The Subconcessionaire will, at its own expense, remove all its personal property from the airport at the expiration of the term, and refit the Subconcession Area to good conditions, normal wear and tear excepted, subject to coordination with CAM during a reasonable period of transition to a successor operator, if any.

5. Utilities and General Maintenance of Facilities

CAM can only provide utility points at certain positions of the boundary of the Subconcession Area for the Subconcessionaire and the Subconcessionaire needs to organize its own arrangement within the Subconcession Area. The Subconcessionaire is responsible for extending the utility branch from the designated point(s) of connection as necessary, including any floor penetrations. In particular, no localized air conditioning will be provided to the Subconcession Area, but CAM will coordinate the access to the main MIA air conditioning system for localized installation by and at the cost of the Subconcessionaire. Any branch development and additional terminal units that might be considered necessary will

be coordinated with CAM, which will not support their cost. Heating will not be provided in MIA. CAM will maintain the Utilities that it supplies whereas all facilities inside the Subconcession Area should be properly kept by the Subconcessionaire and fixed/maintained in accordance with the tenant guideline or airport requirements.

The Subconcession Area will be handed over to the Subconcessionaire on an AS-IS condition, and the Subconcessionaire shall be responsible for all build-out within the Subconcession Area. CAM will provide a scope of the Landlord's provisions to the Subconcessionaire for onward development and connection within the Subconcession Area. Please refer to Annex I for details* (for reference only).

All construction/renovation works, including interior decoration in MIA performed by Subconcessionaire should be approved by CAM and Government Authority before commencement.

The Subconcessionaire will provide sufficient janitorial services to ensure that the Subconcession Area is at all times maintained in a clean, attractive and sanitary manner including but not limited to equipment, utensils, fixtures, grease traps, service counters and display units.

The Subconcessionaire is responsible for all the setup, maintenance, and cleaning within the Subconcession Area, including but not limited to the seating area, service corridors and passages. High standard of cleanliness and hygiene at the Subconcession Area shall be maintained at all times with rubbish bins being required to be provided by the Subconcessionaire.

* CAM reserves the right to modify any items in the Landlord's Provisions, at its sole discretion.

6. Accounting Records and Reports

The Subconcessionaire must, no later than the 8th (eighth) day of each month during the term of the Subconcession Contract, provide to CAM:

- a. a statement of gross sales and net sales by product and number of transactions for the operation of the Shop(s) for the preceding month both in hard copy and in digital form;
- b. such other reports as may be required by CAM.

If required by CAM, the Subconcessionaire shall rent or purchase MIA point of sales system, which will automatically input all sales transactions into the IT computer system for CAM monitoring or review.

The Subconcessionaire must maintain separate and accurate records of gross sales and net sales and expenses under the Subconcession Contract in accordance with official accounting procedures in Macau.

7. Insurance Requirements

The Subconcessionaire must maintain throughout the term of the Subconcession Contract insurance coverage for general liability, property damage, workers' compensation, product liability, civil liability and such other insurance as required by law and/or the contract, all to the satisfaction of CAM. All insurance policies must include a clause of cross liability jointly covering CAM and its representatives and agents and all and any other persons and entities to be specified by CAM. The kinds and amounts of insurance required must include, but are not limited to, the following:

- labour accident insurance covering its entire staff in accordance with the terms and conditions prescribed under Macau law;
- civil liability insurance covering all and any personal injuries and property damage caused to third parties including CAM and its representatives and agents and their staff, having per accident and for an unlimited number of occasions during the term of its validity, a minimum coverage of MOP10,000,000 (Ten Million Patacas);
- insurance against all risks, covering materials, supplies, equipment, machinery and fixtures that are or will be part of the permanent facility, which cover all risks caused by damage or accidental losses with the sum insured corresponding to their replacement values;
- any other insurance considered mandatory in accordance with the laws of Macau.

CAM may from time to time assess and review the requirements for insurances and their limits.

8. Non-transferability and Sub-granting

- a. The Subconcessionaire's rights and/or obligations under the Subconcession Contract are not transferable to any third parties. Nonetheless, if previously authorized by CAM in writing, the Subconcessionaire may sub-grant to third parties, whether fully or partially, the rights and obligations conferred to it under the Subconcession Contract. Sub-granting does not exempt the Subconcessionaire of the responsibilities and obligations assumed under the Subconcession Contract, with the Subconcessionaire being wholly responsible for compliance with the obligations of any sub-grantee, its agents or employees;
- b. Without prejudice to the paragraph a. above, the Subconcessionaire shall be responsible for all charges and liabilities incurred from the eventual sub-grant and the Subconcessionaire must ensure that any sub-grantee complies with all legislation and regulations applicable to the activity carried on and that the sub-grantee has and will have all permits, licenses and approvals applicable under the law and regulations necessary to carry on its activity as well as to meet its obligations under the Subconcession Contract;
- c. The breach of the conditions stated in paragraph a. above by the Subconcessionaire, or by any of its representatives, shall entitle CAM to terminate and cancel the Subconcession Contract, with the Subconcessionaire having no right to any compensation or indemnification whatsoever;
- d. CAM may request the replacement of any sub-grantee with no additional costs for CAM if:

- In its opinion the said sub-grantee is not qualified to fulfil the obligations;
or
- The sub-grantee breaches any obligations under the the Subconcession Contract or any legislation or regulations.

9. Other Terms and General Conditions

- a. The Subconcessionaire undertakes that the Subconcession Area must be open to provide the convenience store service to the users of the Airport every day, including public holidays, in a continuous manner and without interruption, save fortuitous or *force majeure* cases duly justified and accepted as such by CAM. Space No. 01-01-0127 is to be opened at least 1 (one) hour prior to the first departing flight and may close only after the actual departure of the last departing flight every day; Space No. 01-00-0148 is to be opened before the actual arrival of the first arrival flight and may close no earlier than one (1) hour after the actual arrival of the last arrival flight every day. Any change in the opening hours shall be subject to CAM's prior written approval;
- b. The schedule of merchandise delivery shall be determined by CAM. Besides, the eventual Subconcessionaire shall be responsible for the cleaning and sanitary activities of the Subconcession Area;
- c. The Subconcessionaire has sole responsibility to apply for and obtain all appropriate licenses, permits, insurance and other relevant approvals at its own cost;
- d. The Subconcessionaire shall not offer more than the "normal street price" plus 20% (twenty percent) for items sold at MIA, unless otherwise mutually agreed between the Subconcessionaire and CAM;
- e. The PTB at MIA is a non-smoking environment and, as such, smoking inside the Subconcession Area is strictly prohibited;
- f. CAM encourages operators to preserve the earth's natural resources by reducing waste from operations to minimize the environmental impact and help create a healthy planet;
- g. The obligations undertaken by the Subconcessionaire shall be secured by a security deposit for a total amount of MOP182,280.00 (One Hundred Eighty Two Thousand Two Hundred Eighty Patacas). The security deposit will be returned without accruing interest to the Subconcessionaire within 65 (sixty five) days after the reversion of the Subconcession Area upon the end of the Subconcession Contract, after CAM's deductions for enforcing or securing its rights, including but not limited to the deductions of any unpaid amounts;
- h. Flight delays sometimes occur due to weather conditions and similar events. To accommodate passengers, the Subconcessionaire must be able to quickly and effectively extend operating hours (i.e., having the shop(s) to remain open, adding additional staff, ensuring sufficient inventory levels etc.);
- i. The Subconcessionaire shall give priority to the employment of Macau resident workers in the performance of the Subconcession Contract. In particular, the Subconcessionaire shall comply with the required minimum percentage of Macau resident workers in its workforce for the delivery of the convenience store service under the Subconcession Contract, and shall adhere to the agreed implementation scheme to ensure employment security and promote career development opportunities for the Macau resident workers;

- j. The lawful provision of the subconcession services shall start within 90 (ninety) days counting from the Handover Date in relation to each of the spaces comprising the Subconcession Area.

10. Non-Exclusivity

The Subconcession Contract shall not confer on or grant the Subconcessionaire any exclusive rights. CAM retains the right to operate Convenience Store Services and relevant activities by itself and to grant any other persons the rights to operate convenience store services and relevant activities at any locations at MIA other than the Subconcession Area used by the Subconcessionaire under this Subconcession Contract.

11. Fair Competition

The Subconcessionaire shall warrant and undertake that it or its personnel shall not have any agreement or arrangement, whether written or spoken, with any other person or entity or their personnel who carry out any activity or service at the Airport with the object or effect of preventing, falsifying or restricting competition.

During the term of the Subconcession:

- The Subconcessionaire shall not be or become a member of the corporate administrative body (whether named or constituted as a board of directors or otherwise) or an owner, member, shareholder, beneficial owner or subsidiary (whether direct or indirect) of any company, organization, entity, enterprise or firm which carries out at the Airport an activity or service similar to the Subconcession Activity or Subconcession Services hereunder, unless with CAM's prior written consent;
- The Subconcessionaire shall not have any shareholder, beneficial owner or subsidiary (whether direct or indirect) or any member of corporate administrative body (whether named or constituted as a board of directors or otherwise) or any senior officer, staff member or employee that is an owner, member, shareholder, beneficial owner or subsidiary (whether direct or indirect) or a member of the corporate administrative body or a senior officer, staff member or employee of any company, organization, entity, enterprise or firm which carries out at the Airport an activity or service similar to the Subconcession Activity or Subconcession Services hereunder, unless with CAM's prior written consent.

Any non-compliance or breach of such provisions entitles CAM to immediately terminate the Subconcession Contract, irrespective of whether CAM imposes any sanctions on or terminates any contracts with that other person or entity involved in the situation of non-compliance or breach concerned, and the Subconcessionaire shall have no right to any compensation or indemnification.

C. Business Opportunities

1. Subconcession Area

This RFP makes available the Subconcession Area subject to the Subconcession Contract. The floor plan (Annex I) shows the general location of the Subconcession Area for this RFP with the Landlord's Provisions. Please note that the Subconcession Area's size and location are estimates and are subject to change:

| Location(s) | Macau International Airport, Passenger Terminal Building | |
|------------------------------------|---|----------------------|
| | Departure Landside | Arrival Landside |
| Space No. | 01-01-0127 | 01-00-0148 |
| Approximate area (m ²) | 40 | 46 |
| Permitted Usage | Convenience Store | |
| Projected Handover Date | To be decided by CAM, and no earlier than 04 Jan 2027 | To be decided by CAM |
| Expiry Date | 03 Jan 2032 | |

2. Opening Hours

The Subconcession Area must be open to provide the services to the users of the Airport every day, including public holidays, in a continuous manner and without interruptions other than those resulting from the nature and function of the activities, save fortuitous or *force majeure* cases duly justified and accepted as such by CAM. Space No. 01-01-0127 is to be opened at least 1 (one) hour prior to the first departing flight and may close only after the actual departure of the last departing flight every day; Space No. 01-00-0148 is to be opened before the actual arrival of the first arrival flight and may close no earlier than one (1) hour after the actual arrival of the last arrival flight every day. Any change in the opening hours shall be subject to CAM's prior written approval.

3. Convenience Commodities & Service Category (including but not limited to the following)

- pre-packed beverage;
- loose-packed cigarette;
- loose-packed snack, chocolate and confectionery;
- food and microwave fast foods;
- newspapers and magazines;
- "Hot & In" freshly homemade sandwiches and selected drinks, ice-cream;
- tourist guidebook and souvenirs;
- other consumer goods such as film, battery, personal care items (however, boxes of powdered milk and diapers are expressly excluded and shall not be sold in the Subconcession Area);
- other convenient service such as selling of phone cards, add-value vouchers, photocopy & facsimile services, electric & water bill services.

D. Proposal Requirements

The bound proposal and its copies must include all of the following items and documents organized and tabulated in the following order, and **should be written in English language**:

1. Cover/Transmittal Letter
2. Experience and Qualifications Statement
3. Customer Service Statement
4. Commission Fee Rate
5. Projected Annual Sales, Commissions and Income Statements
6. Capital Investment and Start-Up Financing Plan
7. Methods of Management and Operations
8. Convenience Store Concept Development
9. Design of Facilities
10. Professional References
11. Exceptions
12. Other Information
13. Proposal Affidavit
14. Business Information Statement
15. Financial Statements

CAM has established the following page limits (please also refer to the “Note” below) for all proposals submitted in response to this RFP. CAM reserves the right to reject any proposals not following these page limits when CAM deems it appropriate:

- a. The cover/transmittal letter, experience and qualifications statements, and methods of management and operations sections cannot, jointly and in total, exceed 50 (fifty) pages.
- b. The Convenience Store concept development and design of facilities section cannot jointly and in total exceed 20 (twenty) pages. Photographs, drawings, plans and renderings of proposed facilities are included in the page count.
- c. The other information section cannot exceed 30 (thirty) pages.

Note:

For the purpose of this page limitation, a “page” shall mean a single-side A4 paper and a standard font of at least 12 point (with the exception of drawings, plans and renderings, which may be provided on A3 size paper).

1. Cover/Transmittal Letter

This Cover/Transmittal Letter should be signed by the person(s) duly authorized to represent the Bidder (hereafter also the ‘Authorized Person’). Each Bidder’s Cover/Transmittal Letter must indicate a return mailing address, contact person, telephone and fax numbers, and email address as well as any pertinent facts or details of the proposal, which the Bidder desires to emphasize.

2. Experience and Qualifications Statement (Annex II)

The Bidder must clearly illustrate how it meets the minimum experience requirements detailed in Section A.4. of this RFP, and should explain in detail the number of years and extent of the Bidder's relevant experience of operating convenience store(s) in any location, with special emphasis upon prior experience with the operation and management of such services at airports, major transportation centres, shopping malls, department stores, commercial districts or other high-traffic/high-volume environments. The Bidder should also provide details on the pertinent experience of the person or persons who will be directly involved in the development and management of the convenience store service. Bidders should also demonstrate the overall strength and opportunities in the Macau business environment and provide support licenses and permissions (if any). This section of the proposal should include the following and be presented in the form of **Experience and Qualifications Statement (Annex II)**:

- Convenience Stores operated by the Bidder in the past 3 (three) years;
- Sales volume of operations, by individual location(s) (no more than 10 (ten) destinations to include);
- Demonstration of convenience store management experience/expertise;
- Photographs of the interior and exterior of existing convenience stores (please select no more than 5 (five) stores to include as reference);
- Other information that supports Bidder's convenience store experience as it pertains to and is required by the RFP.

3. Customer Service Statement

The Customer Service Statement must describe the specific plan for customer services that will be provided, including the following:

- a. Customer service standards;
- b. Range of variety for facilities and products and services provided;
- c. Ability to provide add-value services to MIA passengers;
- d. Ability to offer competitive prices on products and services.

4. Commission Fee Rate (Annex III)

The Bidder must complete and submit the Commission Fee Rate [should not be less than 12% (twelve percent) for Space no. 01-01-0127 and should not less than 6% (six percent) for Space no. 01-00-0148] (Annex III).

5. Projected Annual Sales, Commissions and Income Statements (Annex IV)

The Bidder must provide a good faith estimate of the expected annual gross sales per product, payments to be made to CAM, and income and expenses for each of the five (5) years of the term. Major assumptions, including but not

limited to inflation and number of passengers, used in developing the sales projections must also be clearly stated. (Annex IV)

6. Capital Investment and Start-Up Financing Plan (Annex V)

The Bidder must provide a detailed cost estimate for the proposed improvements and other start-up costs for the convenience store(s). The Bidder should use the format provided (Annex V). The estimate should delineate all improvements; equipment, furnishings and fixtures; architectural design and engineering fees; working capital; initial inventory; and other capital investments.

7. Methods of Management and Operations

The Bidder must describe the specific plans for operations and the services that will be provided, including the following:

- a. A detailed revamp program;
- b. Environment protection program;
- c. Operation performance standards and plans;
- d. Facility maintenance plan including the Bidder's policy for maintenance and repairs, expected frequency of cleaning and trash disposal, and general schedule for the replacement of equipment, displays, fixtures and carpeting;
- e. Merchandise logistics, including the expected delivery schedule of inventory and replenishment of on-site stock;
- f. Staffing plan to include the number of management and non-management employees to cover the operating hours;
- g. Staff uniform design;
- h. Proposed marketing/promotion programs; if any;
- i. Description of the service concepts and pricing policy;
- j. The minimum percentage of Macau residents to be employed by the Bidder in its workforce for the delivery of the convenience store services under the Subconcession Contract (for details, please refer to Section B.9.i);
- k. Capability and implementation scheme to ensure employment security and promote career development opportunities for the Macau resident workers (for details, please refer to Section B.9.i.).

8. Convenience Store Concept Development

The proposed atmosphere should enhance overall passenger satisfaction, and increase the operational and economic performance of the subconcession, through higher penetration and sales per passenger.

The Bidder should submit the following information in sufficient detail to clearly define the convenience store(s), and include the following detailed descriptions: a) concept and design theme; b) proposed facilities and services; c) visual presentation and Branding arrangement.

9. Design of Facilities

The Bidder should provide a brief narrative description of the proposed capital improvements to be made to the space, including the amount of capital investment, and the dominant design theme, including innovation, creativity of design, utility requirements, circulation and queuing; graphics and signage and visual interest. The construction works should be completed within 60 (sixty) days after obtaining the work permit at MIA.

The Bidder should identify its architectural design team, specifying prior experience in the design of convenience store facilities (including résumés and project experience). As-built documentation should be provided to CAM. The construction and “Open for Business” schedule should be provided.

10. Professional References (Annex VI)

The Bidder must list at least 2 (two) landlord contacts. These references must be the Bidder’s primary contacts for day-to-day issues at the business. The convenience store operated by the Bidder at these locations must be of similar nature as those being proposed for this RFP. The Bidder should use the format shown in Annex VI for each reference. If the Bidder does not have two current landlord contacts, then financial and/or related business references should be provided, however, 1 (one) reference must always be from a current landlord contact.

Furthermore, Bidders are advised to provide Brand reference letters in the Proposals.

11. Exceptions

Bidders should include a list of exceptions, if any, to the requirements of this RFP (including the Annexes). The Bidder must state all such exceptions on a separate page labelled “Exceptions”. Identify the requirement, nature of the exception and explanation. If no deviations are identified and the Bidder’s proposal is accepted, the Bidder will conform to all of the requirements specified in this RFP.

12. Other Information

The Bidder should provide any other information that is required by this RFP and any other information that it believes would be helpful in evaluating the Bidder’s ability to successfully develop and operate the business.

13. Proposal Affidavit (Annex VII)

The Bidder must include an executed proposal affidavit in the form established in Annex VII to acknowledge that a) it has received all sections, annexes and materials comprising this RFP; b) its Proposal is based upon all of the terms and conditions set forth in this RFP; and c) it specifically agrees to operate the business in the manner set forth in the Proposal. Alterations, additions and/or

modifications to the form of affidavit will not be accepted and may be cause for rejection of the Proposal.

14. Business Information Statement

The Bidder must include a separate business information statement for the Bidder, all of its proposed sub-grantees, and all other related entities and individuals. This information should include:

- The name and contact information of the reporting entity;
- The form and nature of the reporting entity;
- A list of the shareholders and their percentage share clearly performed by a shareholding structure (including its current registered office and its registration number);
- A Macau Commercial Registration Certificate including the updated Articles of Association (商業登記證明連同最新公司章程 *Certidão do Registo Comercial com Estatutos Actualizados*) issued by the Commercial and Movable Assets Registry (商業及動產登記局 *Conservatória dos Registos Comercial e de Bens Móveis*) no more than 3 (three) months before the Deadline for Submission of Proposal; and
- The Company Name and Brand/Enterprise Image.

Statements must be complete and accurate. Information that is incomplete, conditional, ambiguous, obscure, or which contains alterations not called for, or irregularities of any kind, may cause a proposal to be deemed non-responsive. By submission of this proposal, the Bidder acknowledges and agrees that CAM has the right to make any inquiry or investigation that CAM deems appropriate to substantiate or supplement information contained in this statement and hereby authorizes the release to CAM of any and all information sought in such inquiry or investigation.

16. Financial Statements

The Bidder must submit to CAM the following financial statements:

- The Bidder's complete audited financial statements, including a balance sheet, income statement and statement of cash flows, prepared in accordance with generally accepted accounting principles, for the current fiscal year-to-date, and the most recent 3 (three) complete fiscal years. Footnote disclosures must accompany the submitted year-to-date financial statements. If available, financial statements audited or certified by an independent certified public accountant should be submitted; otherwise, a notarized statement certifying the accuracy of the financial information and signed by an officer of the proposing entity must accompany the financial information;
- If the Bidder is a subsidiary of another entity, then the above referenced financial information of the parent entity must also be submitted;

- The Bidder must submit the above-referenced financial information for proposed sub-grantees, if any.

CAM reserves the right to obtain, at no cost to the Bidder, other credit reports on the Bidder and its partners, affiliates and sub-grantees, if any, to facilitate its financial evaluation of the Proposal.

E. Evaluation Criteria

All proposals will be reviewed and evaluated by an Evaluation Committee formed by CAM, which will recommend to CAM's management a proposal for the selection of the Bidder(s) for the negotiation of the Subconcession Contract. In addition to any criteria set forth elsewhere in this RFP, weights have been assigned to each criterion based on a 1,000 point scale. *Scoring occurs after interviews (if any) have been completed.*

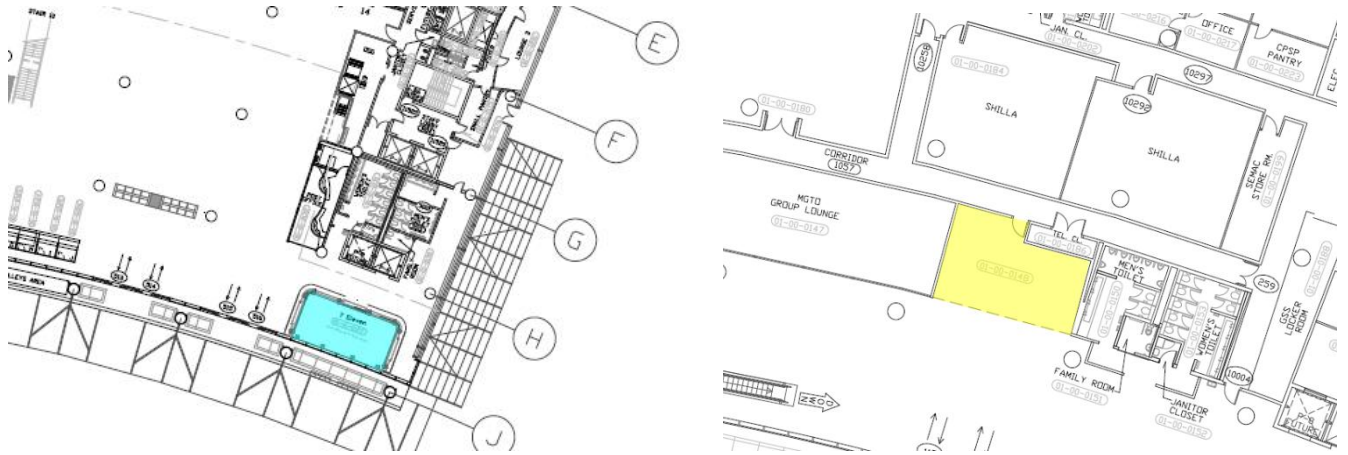
| Evaluation Criteria | 1,000 Total Points |
|--|---------------------------|
| EXPERIENCE AND QUALIFICATIONS | 150 Points |
| Demonstration of management experience/expertise | 75 Points |
| Years in specified business and reference letters received | 75 Points |
| | |
| CUSTOMER SERVICE | 250 Points |
| Ability and willingness to provide high level of customer service standards | 100 Points |
| Range of facilities and services offered | 75 Points |
| Ability to offer competitive prices | 75 Points |
| | |
| FINANCIAL | 270 Points |
| Commission Rate for Space no. 01-01-0127* | 110 Points |
| Commission Rate for Space no. 01-00-0148* | 80 Points |
| Sales projections and financials | 30 Points |
| Financial capacity and references | 50 Points |
| | |
| MARKETING AND OPERATION PLANS | 180 Points |
| Operation performance standards and plans and facility maintenance plan | 70 Points |
| Management organization staffing plan in Macau | 40 Points |
| The minimum percentage of Macau residents to be employed; plus, the capability and implementation scheme to ensure employment security and promote career development opportunities for the Macau resident workers | 20 Points |
| A detail revamp and environment protection program | 50 Points |
| | |
| DESIGN AND PROPOSED CAPITAL INVESTMENT | 150 Points |
| Design concepts development and integration into MIA | 80 Points |
| Expected quality and creativity of store design | 70 Points |
| | |

* Please refer to Annex III.

Annex I

Floor Plan with Landlord Provision – PTB202601C

The floor plan shown serves the purpose of defining the approximate location of the convenience store(s).



For Indicative purpose only

| Location(s) | Macau International Airport, Passenger Terminal Building | |
|------------------------------------|---|----------------------|
| | Departure Landside | Arrival Landside |
| As highlighted in | Blue | Yellow |
| Space No. | 01-01-0127 | 01-00-0148 |
| Approximate area (m ²) | 40 | 46 |
| Projected Handover Date | To be decided by CAM, and no earlier than 04 Jan 2027 | To be decided by CAM |
| Expiry Date | 03 Jan 2032 | |

Landlord Provision

| | Space No. 01-01-0127 | Description (Approx. 40m ²) |
|---|---------------------------------------|--|
| 1 | Floor | As-is Condition: marble floor finishing |
| 2 | Walls | As-is Condition: a) partition b) 3 sets of roller shutters |
| 3 | Ceilings | As-is Condition: open ceiling |
| 4 | Ventilation / Air-conditioning System | a) a) No ventilation system b) No air conditioning system |
| 5 | Electrical Installation | a) MCCB units rating: 63A TPN b) In-Coming cable size: To be comply with Macau EL's code |
| 6 | Fire Services System | Fire Services installations to fulfill Macau FS codes |
| 7 | Plumbing & Drainage | Type and Number of Installation: a) Plumbing In- coming Pipe Size: 28mm diameter b) Drainage Pipe Size: 50 mm diameter |

For Reference ONLY

NOTES:

- The Subconcession Area will be handed over to the Subconcessionaire on an AS-IS condition.
- CAM reserves the right to modify any landlord provision items at CAM's sole discretion.

Landlord Provision

| | Space No. 01-00-0148 | Description (Approx. 46m ²) |
|----|--|---|
| 1 | Floor | a) Bare Shell condition |
| 2 | Walls | a) Bare Shell condition |
| 3 | Ventilation / Air-conditioning System | a) Primary air supply: yes b) Chilled water pipework: 1 set 32 mm dia c) Central A/C: yes - Provision of primary air duct outlet and chilled water pipe d) MVAC installation: no e) Exhaust air duct: 300 x 200mm - Fan installed to exhaust air to lobby f) Primary air duct: 300 x 200 mm - to get primary air from lobby |
| 4 | Electrical Installation | a) Maximum electrical consumption: 43.5kVA equivalent to 63A TPN 43.5kVA b) Main isolators/MCCB units rating: 63Amp TPN c) In-coming cable size 35mm ² d) Emergency power supply: The isolator is connected to normal supply panel. There is no emergency power allocated for tenant connection kVA e) Location of power supply: within the premise - the dedicated isolator is located within the retail space. f) Exit signs: battery backup / without essential supply x 2 no(s) g) Lighting panel: battery backup / without essential supply x 3 no(s) |
| 5 | Telephone/Broadband Services | a) Telephone/Data connections: 1 x RJ45 for telephone, 1 x RJ45 for data |
| 6 | FIDS | a) Please enquire CAM |
| 7 | Fire Service System | a) Automatic fire services system (sprinkler with high level and smoke detectors, where appropriate) will be installed in the premises b) Sprinklers will be installed to meet FS rules for open plan space only |
| 8 | Shop/ Office Front | a) Crystal shutter |
| 9 | PA System | a) Ceiling mounted speaker: 2 no(s) |
| 10 | Plumbing & Drainage | Type and number of installation: a) Plumbing in-coming pipe size: 28mm dia b) Drainage pipe size: 50mm dia c) Independent water meter: yes |
| 11 | PABX System | a) Internal telephone line please contact CAM |
| 12 | Lighting | a) 6 no(s) of lighting fixture (General Batten Fitting) |

For Reference ONLY

NOTES:

- The Subconcession Area will be handed over to the Subconcessionaire on an AS-IS condition.
- CAM reserves the right to modify any landlord provision items at CAM's sole discretion.

Annex II

Experience and Qualifications Statement – PTB202601C

Please provide the following items:

1. List the convenience stores owned and/or operated by the Bidder in any locations in the past 3 (three) years, including opening/closing dates, description of stores, and annual gross sales using the format below. Please list no more than 10 (ten) destinations.

| Location of store(s) | Opening date | Closing date (if applicable) | Calendar Year Gross Sales (in MOP) | | |
|----------------------|--------------|------------------------------|------------------------------------|--------|-------|
| | | | Year 1 | Year 2 | |
| | | | | | |
| | | | | | |
| | | | | | |

2. Provide demonstration of convenience store(s) management experience and environmental protection programs;
3. Attach photographs of the interiors and exteriors of relevant shops (please select no more than 5 (five) stores to include as reference);
4. Attach key personnel résumés with a brief description of their planned roles at the MIA convenience store and an organisation chart for the MIA operation;
5. Provide other information that supports Bidder’s experience of convenience store services as it pertains to and is required by this RFP.

Annex III

Commission Fee Rate – PTB202601C

Please complete this form by providing a single Commission Fee Rate of **not less than 12% for Space no. 01-01-0127 and a single Commission Fee Rate of not less than 6% for Space no. 01-00-0148** on the net sales as described in paragraph b) of Section B.2 of the RFP. The net sales shall be considered as gross sales minus the sales return from customers and discounts and allowances offered to customers.

Name of the Bidder: _____

Proposed Percentage Rate of Commission on Net Sales for Space no. 01-01-0127:

(Should not be less than 12%)

Proposed Percentage Rate of Commission on Net Sales for Space no. 01-00-0148:

(Should not be less than 6%)

Signature of the Authorized Person (for and on behalf of the Bidder):

Name of the Authorized Person: _____

Title: _____

Date: _____

Annex IV

Projected Annual Sales, Commissions and Income Statements – PTB202601C

Please provide as shown in the tables that follow, (1) a projection of MIA passengers assumed, and the annual sales and commissions for the space; (2) a summary of these items for the space; and (3) expenses, net income and cash flow, using the table structures shown below.

1. SALES AND COMMISSIONS FOR EACH SPACE

Currency: MOP

| | Year 1 | | Year 2 | | Year 3 | | Year 4 | | Year 5 | | Total | |
|---------------------------|-------------|------------------|-------------|------------------|-------------|------------------|-------------|------------------|-------------|------------------|-------------|------------------|
| Airport Passengers | X | | X | | X | | X | | X | | X | |
| Product Category | Sales (MOP) | Commission (MOP) | Sales (MOP) | Commission (MOP) | Sales (MOP) | Commission (MOP) | Sales (MOP) | Commission (MOP) | Sales (MOP) | Commission (MOP) | Sales (MOP) | Commission (MOP) |
| | X | X | X | X | X | X | X | X | X | X | X | X |
| | X | X | X | X | X | X | X | X | X | X | X | X |
| | X | X | X | X | X | X | X | X | X | X | X | X |
| | X | X | X | X | X | X | X | X | X | X | X | X |
| Total | X | X | X | X | X | X | X | X | X | X | X | X |

Please provide a table that summarises the sales and commissions projection for the space for each year, as shown below.

2. SALES AND COMMISSIONS FOR ALL SPACES

Currency: MOP

| | 2026 | | 2027 | | | | | | 2030 | | Total | |
|---------------------------|----------|------------|----------|------------|----------|------------|----------|------------|----------|------------|----------|------------|
| Airport Passengers | X | | X | | X | | X | | X | | X | |
| Product Category | Sales | Commission | Sales | Commission | Sales | Commission | Sales | Commission | Sales | Commission | Sales | Commission |
| | X | X | X | X | X | X | X | X | X | X | X | X |
| | X | X | X | X | X | X | X | X | X | X | X | X |
| | X | X | X | X | X | X | X | X | X | X | X | X |
| Total | X | X | X | X | X | X | X | X | X | X | X | X |

Please provide a table with details projection of sales, expenses and net income, for each year, as shown below.

3. INCOME STATEMENTS

Currency: MOP

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|--------------------------------|--------|--------|--------|--------|--------|-------|
| Sales | | | | | | |
| Sales | X | X | X | X | X | X |
| Expenses | | | | | | |
| Cost of goods sold | X | X | X | X | X | X |
| Occupancy costs/ Commission | X | X | X | X | X | X |
| Freight and storage | X | X | X | X | X | X |
| Staff and benefits | X | X | X | X | X | X |
| Marketing/ Advertising | X | X | X | X | X | X |
| Utilities/Telecoms | X | X | X | X | X | X |
| Insurance | X | X | X | X | X | X |
| Franchise Royalties | X | X | X | X | X | X |
| General Admin | X | X | X | X | X | X |
| Interest | X | X | X | X | X | X |
| Depreciation/ Amortization | X | X | X | X | X | X |
| Others | X | X | X | X | X | X |
| Net Income | | | | | | |
| Net Income | X | X | X | X | X | X |

Annex V

Capital Investment and Start-Up Financing Plan – PTB202601C

Please provide the capital investment estimation and financing sources for the space(s).

Currency: MOP

| | Estimated Capital Investment | Space |
|---|-------------------------------------|--------------|
| | | |
| 1 | Architectural & engineering fees | X |
| 2 | Furnishing, fixtures and equipment | X |
| 3 | Improvements | X |
| 4 | Working capital | X |
| 5 | Initial inventory | X |
| 6 | Others (if applicable) | X |
| 7 | Total Investment | X |
| | Financing Sources | |
| 1 | Debt (by source) | X |
| 2 | Equity | X |
| 3 | Total Investment | X |

Annex VI

Professional References Form – PTB202601C

Please use the following format for each of the two (2) required references:

Reference No. _____

Name: _____

Title: _____

Company: _____

Address: _____

Telephone: _____

Nature and magnitude of association (including years):

Annex VII – Executed Proposal Affidavit – PTB202601C

I, the undersigned, authorized to sign for and on behalf of the Bidder, hereby submit to Macau International Airport Company Limited (“CAM”) the enclosed proposal to operate as a Subconcessionaire for the Convenience Store Service at the Macau International Airport (“MIA”) under the terms and conditions set forth in the Request for Proposal (“RFP”) for the Subconcession of Operation of Convenience Store Service at MIA (No. PTB202601C). Furthermore, the Bidder hereby declares that a) the Bidder has received all sections, annexes and materials comprising the RFP; b) the Bidder’s proposal is based upon all of the terms and conditions set forth in the RFP; and c) the Bidder further specifically agrees to operate the business and provide the Convenience Store Service in the manner set forth in this proposal.

The Bidder further acknowledges and confirms as follows:

1. that the Bidder has the capability to successfully undertake and complete the responsibilities and obligations contained in the proposal and in the Subconcession Contract to be executed with CAM;
2. that CAM has the right to make any further inquiry it deems appropriate to substantiate or supplement information supplied by the Bidder; and the Bidder agrees to permit and cooperate with CAM’s investigation on business experience, financial responsibility and characteristics of the Bidder;
3. that the Bidder has read and fully understands all the provisions and conditions set forth in the RFP and considers the project feasible;
4. that CAM is obligated to comply with the Macau International Airport Concession Contract which was granted by the Macau Government and compliance with the Concession Contract will become an obligation of the Bidder if awarded with the subconcession;
5. that the Bidder’s proposal may be withdrawn by requesting such withdrawal in writing at any time prior to the Deadline for Submission of Proposals in response to this RFP as set forth in the RFP documents;
6. that CAM reserves the right to reject any proposals or all proposals, to withdraw the RFP, to cancel the RFP, to reissue the RFP with or without modification, to enter into negotiations with any bidders or all bidders, and to accept any proposal which in CAM’s sole discretion will provide the best level of service to the airport users.

Finally, by the present statement, the Bidder undertakes that it will bear sole responsibility for all costs incurred by the Bidder in connection with the preparation and submission of this Proposal and with the Bidder’s costs associated with any negotiation or interview with CAM. Under no circumstances shall CAM be responsible for any costs associated with the Bidder’s submittal or negotiation of any agreement with CAM.

Name of the Bidder: _____

Signature of the Authorized Person: _____

(for and on behalf of the Bidder)

Name of the Authorized Person: _____ Title: _____

Business Address: _____

Notary Signature: _____ Date: _____

Annex VIII

Pre-Bid Meeting and Site Visit Registration Form-PTB202601C

Date: 18 May 2026
Time: 10:00 am (Macau local time)
Venue: Multi-Function Room (No. 10-02-0036 & 10-02-0037)
on the Mezzanine Level, Landside of the Passenger
Terminal Building, Macau International Airport, Taipa,
Macau SAR

Prospective Bidder's Name: _____

Attendee's Name & Title (CAPITAL LETTERS):

1. _____
2. _____
3. _____

Please provide a contact person's name and title (**CAPITAL LETTERS**):

Contact no and email address of contact person (**CAPITAL LETTERS**):

Prospective Bidders must fill in this form in CAPITAL LETTERS and submit this form no later than 12:00 noon (Macau local time) on 13 May 2026 either via facsimiles (853-2878 5465) or by mail (email will not be accepted) or by hand-delivery to the following address (please clearly label the envelope of the registration form as follows) along with a LEGIBLE COPY of the current identification document (i.e. valid Macau or Hong Kong SAR Identification Card or passport or travel document) of each of their delegates (There may be a maximum of 3 (three) delegates for each prospective Bidder). No lighters and matches of any types are allowed to be taken into the restricted areas, and delegates must bring their valid physical identification documents during the site visit.

Macau International Airport Company Limited
4th Floor, CAM Office Building,
Avenida Wai Long, Taipa, Macau SAR

Subject: Pre-Bid Meeting and Site Visit Registration-PTB202601C

CAM will confirm each prospective Bidder by email or phone call to the prospective Bidders' contact person prior to the meeting, and reserves the right to reject any attendees that CAM deems unqualified or inappropriate at its sole discretion.