

**Macau International Airport Company Limited (“CAM”)  
Request for Proposal – No. PTB202602AL  
Airport Limousine Services Subconcession at MIA**

Macau International Airport Company Limited (“CAM”) invites the submission of proposals by qualified Bidders (i) to operate the sale of Limousine Services, which provide high standard, deluxe and convenient transportation services at the Macau International Airport (“MIA”), and (ii) to conduct the boarding of users of such services within MIA (the “Subconcession Activity”).

This request for proposal (“RFP”) provides CAM the opportunity to select two (2) Bidders to enter into the respective five-year subconcession contracts with CAM for the operation of the Subconcession Activity, and, for such purpose, to occupy and use the **Subconcession Area** i.e. **a)** a Counter with an area of approximately three (3) square meters located at the Landside Arrival Level, **plus b)** another defined counter with an area of approximately four (4) square meters located at the Airside Arrival Level, for each of the successful bidders (please refer to Section C.1. of this RFP and Annex I).

CAM expects that Bidders will present excellent proposals that offer outstanding customer service for airport passengers (as illustrated in Section C of this RFP) by providing a choice for executive and luxury transportation to fulfil the needs of passengers and airport users in MIA while generating good revenues. Bidders should be experienced, financially sound and able to provide high quality and reliable limousine services. The objectives for this RFP process are the following:

- To introduce high quality and reliable limousine services at MIA;
- To make a diversified transport service available to airport passengers;
- To enhance the comprehensive transportation choices available from the airport 7 days a week to increase convenience for the passengers;
- To offer passengers friendly and privileged service and enhance their experiences of utilizing MIA;
- To optimize the non-aeronautical revenues at 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 11 August 2026. Please Mail/Hand Deliver proposals to:**

Macau International Airport Company Limited  
4<sup>th</sup> 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 envelope or package should have the following information written on it:

**REQUEST FOR PROPOSAL – NO. PTB202602AL – AIRPORT LIMOUSINE SERVICES SUBCONCESSION AT MIA**

**TO BE OPENED BY AUTHORIZED PERSONNEL ONLY**

Macau International Airport Company Limited  
4<sup>th</sup> 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 proposal(s) 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
- II. Experience and Qualifications Statement
- III. Commission Fee Rate
- IV. Projected Annual Sales, Commissions and Income Statements
- V. Professional References Form
- VI. Proposal Affidavit
- VII. Pre-Bid Meeting and Site Visit Registration Form

## 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 the avoidance of errors and omissions.

### 2. Schedule

The following is the schedule for this RFP process:

	Date & Time (Macau Local Time)
Issuance of RFP	1 June 2026
Deadline for Submission of “ <i>Pre-Bid Meeting &amp; Site Visit Registration Form - PTB202602AL</i> ” (Annex VII)*	12:00 Noon, 11 June 2026
Pre-Bid Meeting & Site Visit*	10:00 am, 17 June 2026
Deadline for Submission of “ <i>Questions for RFP no. PTB202602AL</i> ”**	5:00 pm, 18 June 2026
Deadline for Submission of Proposal**	12:00 Noon, 11 August 2026
Interview and Presentation, if any	(tentatively) September 2026
Notification of Selection	(tentatively) September 2026

\* Late registration or late attendance will NOT be accepted.

\*\* Late submission will NOT be accepted.

### 3. Submission of Proposals:

This RFP contains two (2) opportunities (Option A and Option B), each comprising **a**) a Counter with an area of approximately three (3) square meters located at the Landside Arrival Level, **and b**) another defined counter with an area of approximately four (4) square meters located at the Airside Arrival Level (please refer to floor plan in Annex I), for the operation of the Subconcession Activity.

Under the present RFP, a Bidder may submit the following without prejudice to Section A.6. below:

- A proposal for Option A only; or
- A proposal for Option B only; or
- A proposal for Option A and a proposal for Option B, independent of each other, in TWO (2) SEPARATE ENVELOPES.

Proposals for Option A and proposals for Option B will be evaluated and ranked separately. No Bidder will be selected to operate both Option A and Option B at

the same time. If a Bidder ranks the highest in both Options, CAM may decide, at its sole discretion, to select that Bidder for either one of the Options.

#### 4. Minimum Qualifications

- Each Bidder must fulfil the following conditions:
  - 1) The Bidder itself must have at least three (3) years experience of operating limousine business in Macau (Experience in international 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 currently provide limousine services for at least three (3) entities including the hospitality sector, banks, government entities or other entities accepted by CAM for the present purpose in Macau (please elaborate your experiences in Annex II);
  - 4) must have a fleet of at least twenty (20) self-owned vehicles with less than three (3) years of usage.
- 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 either hamper or distort normal competition, or may eventually give rise to such material concentration of ownership (whether direct or indirect), control or influence (whether actual or potential) of or over the relevant businesses at MIA, as to be considered undesirable at CAM's sole discretion:
  - 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 is seeking\* to operate the Subconcession Activity or a similar activity in competition with, or concurrently with, the Bidder's proposal, even if the Bidder and that other company submit proposals only for distinct Options hereunder;
  - 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 is seeking\* to operate the Subconcession Activity or a similar activity in competition with, or

concurrently with, the Bidder's proposal, even if the Bidder and that other company submit proposals only for distinct Options hereunder;

- 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.

*\*Any entity other than the Bidder which submits a proposal to CAM for operating the Subconcession Activity or a similar activity 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 Subconcession Activity or a similar activity as described above, irrespective of whether CAM and that other entity eventually enter into any contract or not. The "similarity" 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 17 June 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 VII) 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 VII) 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 11 June 2026, to:**

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

**Subject: Pre-Bid Meeting and Site Visit Registration of PTB202602AL**

**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 18 June 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](http://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](http://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 designated counters to the Subconcessionaire will be decided by CAM (Any of the dates for the handover of a designated counter to the Subconcessionaire may also be called “**Handover Date**”). The Term of the Subconcession Contract will expire on 15 May 2032.

### 2. Consideration to CAM

The Subconcessionaire shall pay CAM the following monthly fee (“**Monthly Fee**”) per calendar month: **a) Occupancy Fee inclusive of Condominium Fee [indicated in subparagraph a)] OR b) Commission Fee [indicated in subparagraph b)], WHICHEVER IS HIGHER:**

- a) **Occupancy Fee** – Thirty Thousand Patacas (MOP30,000.00) per month for the occupancy and use of (i) an approximately 4 (four) square meters counter located at the Arrival Level of Airside and (ii) an approximately three (3) square meters counter located at the Arrival Level of Landside, at the MIA Passenger Terminal Building, to be determined by CAM; inclusive of condominium fee for the following utilities as may be supplied by CAM: electricity, air conditioning, telecommunications and 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 shall not be less than fifteen per cent (15%)] by (2) the “net sales” amount of the Subconcession Activity of 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

For the avoidance of doubt, sales made by the Subconcessionaire that will give rise to the Commission Fees payable to CAM, as stipulated above, shall include, without limitation, any sale by the Subconcessionaire of a service of transportation from MIA, irrespective of whether the deal is made at MIA or whether the payment for the sale is made at MIA.

Moreover, each of the Subconcessionaires will be entitled to occupy not more than five (5) parking spaces at the public parking lots of MIA, and shall pay CAM the monthly parking fees for these parking spaces at the airport staff rate as determined by CAM from time to time (“**Parking Fee**”). These parking spaces will be assigned by

CAM and are subject to availability, and must be used solely for parking Limousine vehicles in connection with the provision of the Limousine Services sold hereunder.

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 8<sup>th</sup> (eighth) day of each month during the term of the Subconcession Contract, pay CAM the fees in accordance with the Subconcession Contract.

### **3. Facilities and Equipment**

The Subconcessionaire shall not make any alterations, namely construction and modification works of counters, without the prior written authorization of CAM. A written plan including the layout of the works, conditions and period for execution must be submitted to CAM for approval.

The Subconcessionaire shall not install any signs or logo without the prior written authorization of CAM. CAM reserves the right to order their immediate removal and charge the Subconcessionaire with all expenses resulting from such removal.

Any installation of equipment, facilities, furniture, fixtures and advertisement is subject to prior written approval by CAM, and the respective expenses shall be borne by the Subconcessionaire. In addition, the Subconcessionaire is responsible for the maintenance of the facilities and equipment of the counters and for carrying out the repair of all damage of such facilities and equipment.

The operation, maintenance and repair of the Subconcessionaire's Fleet Vehicles for the provision of the Limousine Services are of its sole responsibility and not imputable to CAM under any circumstances.

### **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. Accounting Records and Reports**

The Subconcessionaire must, no later than the 8<sup>th</sup> (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 Subconcession Activity 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.

## **6. 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.

## **7. 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 Subconcession Contract or any legislation or regulations.

## **8. Other Terms and General Conditions**

- a. The Subconcessionaire shall ensure that the Limousine Services are provided at MIA on a 365-day-a-year basis, using its own vehicles and without contracting with or outsourcing to any third party, except with CAM's prior written approval. The Subconcessionaire shall open and operate the counters comprising the Subconcession Area to sell such services, and shall conduct the boarding of users of such services within MIA, on a 365-day-a-year basis;
- b. The Subconcessionaire shall seek prior approval from CAM for the hours of service provision, the service routes and the charges of the Limousine Services, and any change to them;
- c. The hours and schedule for the provision of the Limousine Services shall be adjusted according to the weather conditions, operating hours of the airport, the daily flight schedule, or other needs if deemed necessary by CAM;
- d. The Subconcessionaire is responsible for all equipment and vehicles to be operated by skilled staff duly trained and holding valid permits as required;
- 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. Each of the Subconcessionaires shall make reasonable endeavours to achieve the target that the number of users of its limousine services at MIA reaches at least 0.7% of arrival passengers per month;
- h. The Subconcessionaire shall ensure that it maintains, at all times throughout the subconcession period, all necessary legal permits for the provision of the Limousine Services. The Limousine Services shall be conducted as a private service, limited to transports originating from MIA and available exclusively to aircraft passengers, and shall not conflict with any laws or regulations relating to taxi operations or any concession contracts on public land transport services in force from time to time;
- i. The obligations undertaken by the Subconcessionaire shall be secured by a security deposit for a total amount of Ninety Thousand Patacas (MOP90,000.00). The security deposit will be returned without accruing

interest to the Subconcessionaire within sixty five (65) 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;

- j. 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 limousine counter(s) to remain open, adding additional staff, ensuring sufficient inventory levels etc.);
- k. The Subconcessionaire shall give priority to the employment of Macau resident workers in the performance of the Subconcession Contract. The Subconcessionaire shall comply with the required minimum percentage of Macau resident workers in its workforce for the provision of the limousine services at MIA, and shall adhere to the agreed implementation scheme to ensure employment security and promote career development opportunities for the Macau resident workers.

## **9. Non-Exclusivity**

The Subconcession Contract shall not confer on or grant the Subconcessionaire any exclusive rights. CAM retains the right to operate by itself any activities or services that are of the same category as, similar to or related to the Subconcession Activity, and to grant any other persons the rights to operate such activities or services, at any locations at MIA other than the Subconcession Area used by the Subconcessionaire under the Subconcession Contract.

## **10. 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 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 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. Please note that the Subconcession Area's size and location are estimates and are subject to change:

Option	Location(s)	Approx. Area (square metres)	Purpose of Usage
A or B	Macau International Airport, Passenger Terminal Building, Arrival Level, Airside	4	Limousine Services Counter
	Macau International Airport, Passenger Terminal Building, Arrival Level, Landside	3	Limousine Services Counter

### 2. Opening Hours for Operation of Counters

The Subconcessionaire shall ensure that the Limousine Services are provided and the Subconcession Area is opened to sell the services 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. The Subconcessionaire shall ensure that the Airport Limousine Services remain available even while typhoon signal number 8 or higher is in effect.

Without prejudice to the above, the Subconcessionaire may apply the following operating hours unless and until CAM requires otherwise: The Subconcession Area is to be opened before the arrival time of the first arriving flight and may close no earlier than 1 hour after the actual arrival time of the last actual arriving flight every day. Any change in the hours of operation shall be subject to CAM's prior written approval. The business operating hours schedule shall be adjusted according to the weather conditions, operation hours of the airport, the daily flight schedule, or other needs if deemed necessary by CAM.

The Subconcessionaire shall ensure that the Airport Limousine Services are provided even outside the aforesaid operating hours upon CAM's request where in CAM's opinion a significant number of airport users are being stranded or otherwise staying at the Airport, such as due to bad weather, typhoon, incidents, serious delay, cancellation of flights, or other causes.

## 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. Commission Fee Rate
4. Projected Annual Sales, Net Income and Income Statements
5. Methods of Management and Operations
6. Professional References
7. Exceptions
8. Other Information
9. Proposal Affidavit
10. 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 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 experiences, with special emphasis upon prior experience with the operation and management of such service in Macau. This section of the proposal should include the following and be presented in the form of **Experience and Qualifications Statement** (Annex II):

- List of entities for which and locations at which the Bidder provided or currently provides limousine services, and the respective opening and closing dates and sales volumes;
- Demonstration of management and operation experience/expertise;
- 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 Atualizados*) issued by the Macau Commercial and Moveable Assets Registry no more than 3 months before the Deadline for Submission of Proposal;
- Photographs of the fleet of cars (at least twenty vehicles) with ‘Vehicle Ownership Registration Certificate’ (汽車所有權登記憑證 *Títulos de Registo de Propriedade do Automóvel*);
- Key personnel and qualification of drivers;
- A copy of all the authorizations granted by the competent public authorities relevant to providing the limousine services;
- Other information that supports the Bidder’s limousine service experience as it pertains to 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 15%]. (Annex III)

### **5. Projected Annual Sales, Net Income 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. 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. Operation performance standards and plans;
- b. Staff training program and customer service level monitoring program;
- c. Staff uniform design;
- d. Proposed marketing/promotion programs, if any;
- e. Description of the service concepts and pricing policy;

- f. The minimum percentage of Macau residents to be employed by the Bidder in its workforce for the provision of the limousine services at MIA (for details, please refer to Section B.8.k);
- g. 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.8.k.).

## **7. Professional References (Annex V)**

The Bidder must list three current client contacts. The limousine services provided 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 V for each reference.

## **8. 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.

## **9. 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.

## **10. Proposal Affidavit (Annex VI)**

The Bidder must include a proposal affidavit in the form established in Annex VI 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. The Proposal Affidavit should be signed by the Bidder’s legal or authorized representative(s), and the representative(s)’ signature(s) and signing authority should be duly authenticated by a notary public.

## **11. 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.*

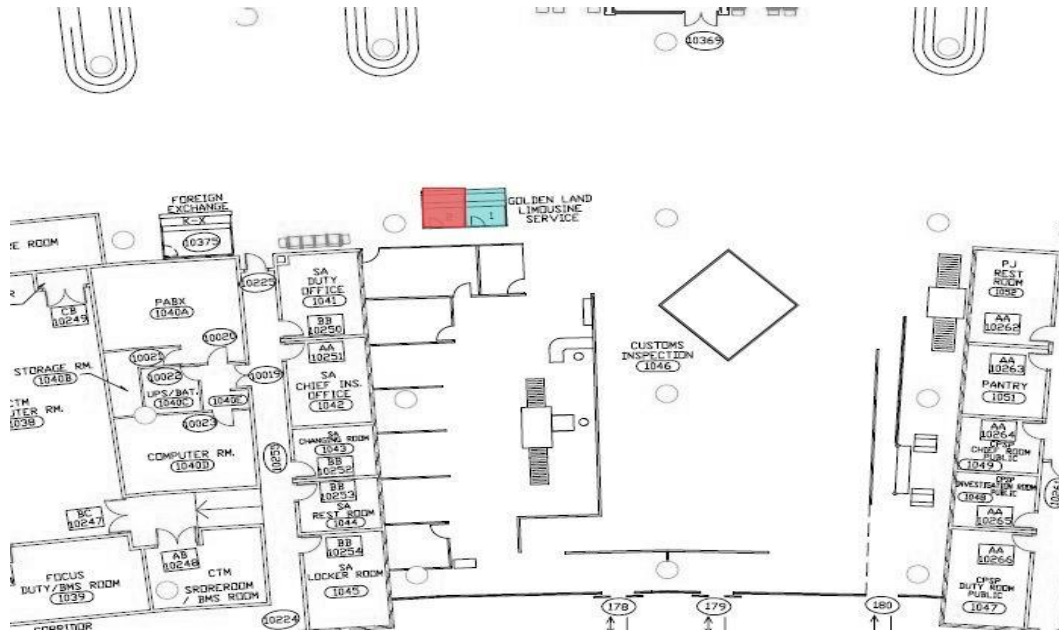
<b>Evaluation Criteria</b>	<b>1,000 Total Points</b>
<b>EXPERIENCE AND QUALIFICATIONS</b>	<b>300 Points</b>
Demonstration of management experience/expertise in the limousine business	100 Points
Years in specified business and reference letters received	100 Points
Variety and number of the vehicle fleet	100 Points
<b>MARKETING AND OPERATION PLANS</b>	<b>500 Points</b>
Operating mode, customer service standards and monitoring program	100 Points
Ability to offer competitive prices	100 Points
Management organization staffing plan in Macau	60 Points
Professionalism of licensed drivers and staffing plan	60 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	80 Points
Proposed marketing/promotion programs	70 Points
Environmental protection program	30 Points
<b>FINANCIAL</b>	<b>200 Points</b>
Commission Rate*	150 Points
Sales Projections and financial capacity	50 Points

\* Please refer to Annex III.

## Annex I

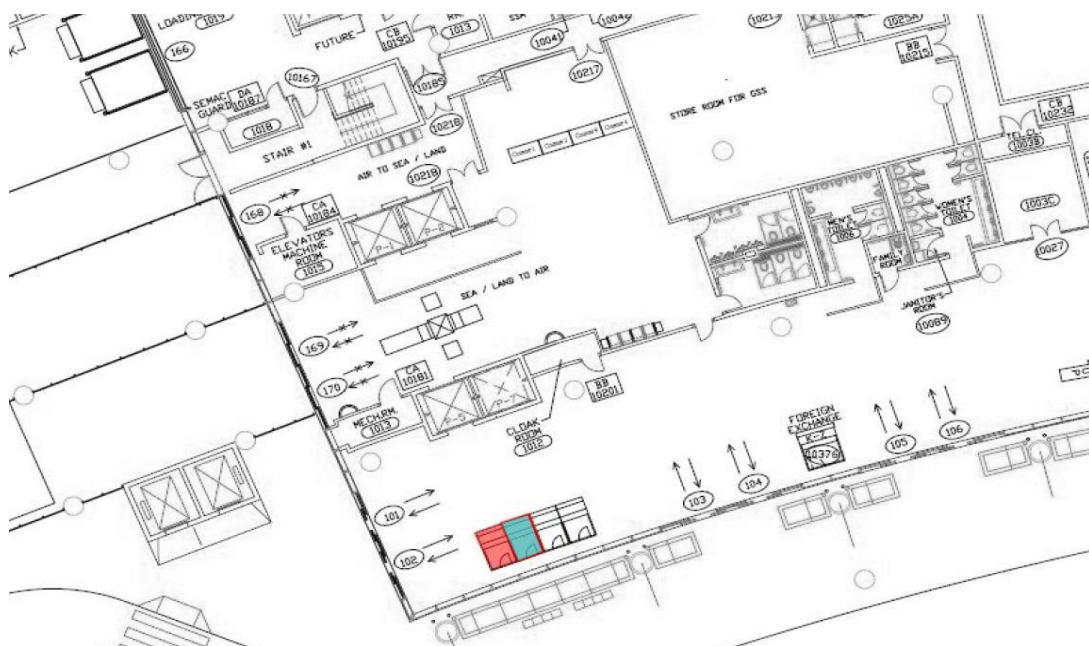
### Floor Plan– PTB202602AL

The floor plans shown serve the purpose of defining the approximate location of the limousine counters (highlighted in red for Option A and blue for Option B)



**Floor Plan – Services Counters at Airside Arrival level (approx. 4m<sup>2</sup> for each)**

*For indicative purpose only*



**Floor Plan – Services Counters at Landside Arrival level (approx. 3m<sup>2</sup> for each)**

*For indicative purpose only*

*\*The Locations of Counters are subject to CAM's final approval and confirmation*

## Annex II

### Experience and Qualifications Statement – PTB202602AL

Please provide the following items:

1. List the limousine services operated by the Bidder in any locations (including but not limited to airports), including opening/closing dates, description of services, and annual gross sales using the format below. Please list no more than 10 (ten) locations.

Name of Client(s) / Description of Locations	Opening date	Closing date (if applicable)	Calendar Year Gross Sales (in MOP)		
			Year 1	Year 2	.....

2. Provide demonstration of management experience and expertise;
3. Provide 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 Macau Commercial and Moveable Assets Registry no more than 3 months before the Deadline for Submission of Proposal;
4. Attach photographs of the fleets of vehicles (at least twenty vehicles) with 'Vehicle Ownership Registration Certificate' (汽車所有權登記憑證 *Títulos de Registo de Propriedade do Automóvel*);
5. Attach key personnel résumés with a brief description of their planned roles and qualification of drivers;
6. Provide a copy of all the authorizations granted by the competent public authorities relevant to the limousine services;
7. Provide other information that supports the Bidder's limousine experience as it pertains to and is required by this RFP.

### Annex III

#### Commission Fee Rate – PTB202602AL

Please complete this form by providing a single Commission Fee Rate of **no less than 15%** on the net sales as described in subparagraph 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:** \_\_\_\_\_

(Should not be less than 15%)

**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 – PTB202602AL

Please provide as shown in the following table, (1) a projection of MIA passengers assumed, and the annual sales and commissions for the Subconcession Activity; (2) expenses, net income and cash flow, using the table structures shown below.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Gross Sales</b>					
Less: discounts & allowances					
Net sales					
<b>Operating Expenses</b>					
Occupancy fee					
Commission					
Parking Fees of MIA public car park					
Salaries/benefits					
Utilities & telephone					
Maintenance					
Insurance					
Marketing/Advertising					
General & Administration					
Depreciation & Amortization					
Others					
<b>Total expenses</b>					
<b>Net Income</b>					
Add: Depreciation & Amortization					
<b>Cash Flows from Operations</b>					
Beginning Cash Balance					
Add: Cash Flows from Operations					
Less: Capital Expenditures					
<b>Ending Cash Balance</b>					

Assumptions: \_\_\_\_\_

## Annex V

### Professional References Form – PTB202602AL

Please use the following format for each of the three (3) required references:

Reference No. \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Nature and magnitude of association (including years):

\_\_\_\_\_

\_\_\_\_\_

## Annex VI –Proposal Affidavit – PTB202602AL

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, the Subconcession Activity at the Macau International Airport (“MIA”) under the terms and conditions set forth in the Request for Proposal (“RFP”) for the Airport Limousine Services Subconcession at MIA (No. PTB202602AL). 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 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 VII

### **Pre-Bid Meeting and Site Visit Registration Form-PTB202602AL**

Date: 17 June 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 11 June 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  
4<sup>th</sup> Floor, CAM Office Building,  
Avenida Wai Long, Taipa, Macau SAR

**Subject: Pre-Bid Meeting and Site Visit Registration-PTB202602AL**

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.