

**Macau International Airport Company Limited  
Request for Proposal – No. PTB202308AD –  
Advertising Services Subconcession at MIA**

Macau International Airport Company Limited (“CAM”) seeks experienced, creative, innovative and qualified Bidders to submit proposals for the provision of non-exclusive advertising services in Macau International Airport (“MIA”), with the objective of maximizing non-aeronautical revenue and creating a positive environment and experience to airport passengers, at the successful bidder’s own expenses, by designing, constructing, developing, promoting, dealing, managing the advertising display & format, sales and marketing of advertisement to be placed.

This request for proposals (“RFP”) provides CAM the opportunity to select a Bidder to operate the non-exclusive advertising services at MIA under a subconcession contract of 10 (ten) years to be executed by the successful Bidder with CAM and subject to the terms and conditions of the contract (Please refer to Section C.1. of this RFP and Annex I).

CAM expects all Bidders to present excellent proposals that offer outstanding advertising services (as illustrated in Section A.3. of this RFP) within MIA while generating good revenues and reputation with innovative advertising services concept that reflect the unique characteristics of the Macau Special Administrative Region (“Macau”) market. Bidders should be experienced, financially sound and able to create unique advertising services for passenger experience. The objectives for this RFP process are the following:

- To create a positive environment and experience to passengers at MIA;
- To design, construct, develop, promote, deal and manage advertising displays & formats, sales and marketing of advertisement to be placed;
- To optimize the non-aeronautical revenues of MIA.

To be considered for participation, **1 (one) original and 5 (five) hard copies of a Bidder’s proposal** (“Original” or “Copy” to be labelled on the covers as appropriate) plus an **electronic copy (in pdf format)** 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 25 March 2024**. The outside of the packages must clearly indicate the name of the project: **“REQUEST FOR PROPOSAL – NO. PTB202308AD – ADVERTISING SERVICES SUBCONCESSION AT MIA”, with wordings “TO BE OPENED BY AUTHORIZED PERSONNEL ONLY”**. The name and address of the Bidder must also be clearly printed on the outside of the packages.

**Mail/Hand Deliver proposals to:**

Macau International Airport Company Limited  
4<sup>th</sup> Floor, CAM Office Building,  
Avenida Wai Long, Taipa, Macau SAR  
Attn: Mr Lei Si Tai, Executive Director

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

# Request for Proposal

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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 of MIA and Locations of Existing Advertising Displays & Formats
- II. Experience and Qualifications Statement
- III. Commission Fee Rate
- IV. Projected Annual Sales, Commissions and Income Statements
- V. Capital Investment and Financing Plan
- VI. Professional References Form
- VII. Proposal Affidavit
- VIII. 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, to ensure full compliance with all the requirements and to 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	31 January 2024
Deadline for Submission of “ <i>Pre-Bid Meeting &amp; Site Visit Registration Form</i> ” ( <i>Annex VIII</i> )*	12:00 noon, 20 February 2024
Pre-Bid Meeting & Site Visit*	10:30 am, 26 February 2024
Deadline for Submission of “ <i>Questions for RFP no. PTB202308AD</i> ”***	5:00 pm, 27 February 2024
Deadline for Submission of Proposal**	12:00 noon, 25 March 2024
Presentation (no longer than 45 (forty-five) minutes including Q&A session***)	(To be confirmed) 8 April 2024 or 9 April 2024
Notification of Selection	(tentatively) May 2024

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

\*\* Late submission will NOT be accepted.

\*\*\* CAM will determine the dates and times of such presentation and Bidders will be given due notice of such at the appropriate time.

### 3. Submission of Proposals for Advertising Services Opportunity:

This RFP contains an opportunity for the successful Bidder to be granted a non-exclusive right to operate advertising services at MIA (For further details, please refer to Section C.1. of this RFP and 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 itself, which if selected by CAM will enter into the eventual Subconcession Contract as the Subconcessionaire, must fulfil the following conditions:
  - 1) must have not less than 5 (five) years of experience in advertising design, installation, development, promotion, trading, sales and marketing and

management of advertising displays & formats. Experience in international airports is not mandatory but preferable. (Please elaborate your experience in Annex II);

- 2) must have been duly registered with both the Macau Commercial and Movable Assets Registry (as a commercial entrepreneur [i.e. 商業企業主 *empresário comercial*]) and the Macau Financial Services Bureau (by the submission of the Business Tax M/1 Form for the start-up of business in Macau);
  - 3) must be eligible to apply for the relevant licenses and permissions in advertising design, installation, development, promotion, trading and management of advertising displays & formats and to run advertising business in Macau from the relevant Macau Authorities.
- Please note that any person/company which has entered into and maintains a subconcession contract of any activities/services with CAM as a subconcessionaire at the MIA (not including the holders of the currently existing licenses granted by CAM with the object of allowing the license holders to provide advertising services/conduct advertising business at various locations of 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 considering in CAM's 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 a senior officer, staff member or employee or an owner, member, shareholder, beneficial owner or subsidiary (whether direct or indirect) of any company, organization, entity, enterprise or firm which is seeking to carry out a similar advertising activity or service at the MIA in competition with or concurrently with the Bidder's proposal;
    - b) the Bidder has any member, 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 who 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 is seeking to carry out a similar advertising activity or service at the MIA 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 entity 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 an “entity which is seeking to carry out” the similar activity or service as described above, irrespective of whether CAM and that other entity 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 Section A.10. below.**

Bidders must provide appropriate and sufficient details on themselves as commercial entrepreneurs [i.e. 商業企業主 *empresários comerciais*], and (when the Bidder is not a natural person) as legal entities and their parent company relationship and shareholding structure, if applicable.

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 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 26 February 2024 at 10:30am (Macau local time), at the Multi-Function Room (No. 10-02-0036 & 10-02-0037) 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 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).

**The duly completed registration form (Annex VIII) should be sent either via facsimiles (853-2878 5465) or by mail (email is not accepted) or hand-delivered no later than 12:00 noon (Macau local time) on 20 February 2024, to:**

Macau International Airport Company Limited  
4<sup>th</sup> Floor, CAM Office Building  
Avenida Wai Long, Taipa, Macau SAR  
Attn: Mr Lei Si Tai, Executive Director

**Subject: Pre-Bid Meeting & Site Visit Registration for RFP No. PTB202308AD**

**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 27 February 2024 at 5:00 pm (Macau local time). 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 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 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 approximate commercial locations in the RFP;
- Approve or modify the locations and sizes of spaces available for operating the Subconcession Activity;
- 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 accepted. Any implication that the Proposal with the highest financial bid will be accepted or that any Proposal at all will be accepted is hereby expressly negated. CAM reserves the right to 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 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 of more than one subconcession contract of any activities/services at the MIA.

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.

- Moreover, CAM also reserves the right, at its sole discretion, not to select any companies within one same “group”\* for contract negotiation of more than one subconcession contracts of the activities/services at the MIA that are similar\*\* to one another.

\* For the present purpose, persons, companies, organizations, entities, enterprises and/or firms may, in the sole judgement of CAM, be considered as within one same “group” in any of the situations listed in Section A.4. a), b) and d).

\*\* The “similarity” of activities or services referred to above is subject to the sole judgement of CAM.

## **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’s Presentation including Q&A Session**

Each Bidder will be required to attend a presentation with CAM either on 8 April 2024 or 9 April 2024 to introduce the proposal. CAM will determine the date(s) and time(s) of the presentation and Bidders will be informed by email or phone call no later than 5pm on 28 March 2024. The presentation will not be longer than 45 (forty-five) minutes including Q&A session and projector is equipped.

An Evaluation Committee formed by CAM will attend each Bidder’s presentation. The delegates (there may be a maximum of 3 (three) delegates) of each Bidder must attend the

presentation, introducing the proposal and attend Q&A session. The proposal evaluation criteria (as illustrated in Section E of this RFP) include the following items:

**Proposal Evaluation Criteria:**

Experience and Qualifications	200 points
Financial	200 points
Marketing and Operation Plans	350 points
Design and Proposed Capital Investment	250 points
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Total	1,000 points

**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 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. Addenda 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 term of the Subconcession Contract will be 10 (ten) years counting from the Commencement Date to be defined in the Subconcession Contract.

### **2. Consideration to CAM**

During the term of the Subconcession Contract, the Subconcessionaire shall pay CAM the monthly **Commission Fee** per calendar month:

**Commission Fee** – 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 60% (sixty percent)] 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.

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;
- 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. Capital Investment, Marketing & Development Plan**

The existing advertising billboards, advertising equipment and advertising displays at MIA, shown in Table A of Annex I, will be handed over to the Subconcessionaire on the Commencement Date for the Subconcessionaire’s usage for operating the advertising services hereunder.

Additionally, there are some other existing advertising displays at MIA, shown in Table B of Annex I, which are attached to certain airport facilities/equipment in CAM’s control and may, subject to the discretion of and the conditions decided from time to time by CAM, be made available for the Subconcessionaire’s usage for operating the advertising services hereunder.

The handover/availability of the existing advertising billboards, advertising equipment and advertising displays as referred to above will be on an AS-IS condition.

The Bidder should propose a total capital investment for a 10 (ten) years marketing & development plan to be specified in the Subconcession Contract. In such plan, the Bidder should illustrate with a timeframe for the first 5 (five) years from the Commencement Date for the installation of advertising displays and their formats with a proposed quantity, in which no less than 50% (fifty percent) of the advertising displays & formats as listed in Table A of Annex I (no matter they are standalone or are fixed on the wall) must be upgraded into digital format. The proposal should also include a schedule plan plus the quantity of the advertising displays (handed-over and add-on advertising displays and its formats). Nevertheless, the implementation of such plan/proposal shall be subject to CAM's approval at its sole discretion, and CAM reserves all the rights to modify, adjust, change or relocate the proposed locations/equipment/displays & formats.

*[Hereinafter, the term “Advertising Displays of the Subconcession” is used to refer collectively to:*

- a) The existing advertising billboards, advertising equipment and advertising displays at MIA that are handed over or made available by CAM to the Subconcessionaire for the Subconcessionaire's usage for operating the advertising services hereunder; and*
- b) Additional or updated advertising billboards, advertising equipment and advertising displays at MIA that are installed by the Subconcessionaire during the Term of the Subconcession Contract.]*

The Subconcessionaire shall, at its sole cost and expense, design, erect, construct and install all fixtures, furnishings, decorations, finishing, equipment, 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 Civil Aviation Authority of Macau (“AACM”) (if necessary) 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.

Moreover, a yearly “MIA Advertising Rate Card” is to be prepared and submitted to CAM for approval before 30 November of each year during the Subconcession period for the next calendar year. However, in regard of the 1<sup>st</sup> (first) calendar year in the Subconcession period, the successful Bidder must submit the “MIA Advertising Rate Card” within 30 (thirty) calendar days counting from the execution by the parties of the eventual Subconcession Contract, for CAM's approval.

#### **4. Expiration or Termination of Subconcession Contract**

Upon expiration or termination of the Subconcession Contract, whatever the reason may be, the Subconcessionaire shall return / hand over to CAM all the Advertising Displays of the Subconcession (except for those items already disposed of by the Subconcessionaire with CAM's written consent during the Term of the Subconcession Contract) in good conditions, normal wear and tear excepted.

Without prejudice to the above, the Subconcessionaire will, at its own expense, remove all its personal property from the airport at the expiration of the term or upon termination of the Subconcession Contract.

The Subconcessionaire shall also refit all the relevant locations to good conditions, normal wear and tear excepted.

Such processes will be subject to coordination with CAM during a reasonable period of transition to a successor operator, if any.

#### **5. Utilities and General Maintenance of Facilities**

The Subconcessionaire is bound to execute, at its own expenses, all works that by nature or in accordance with the common use are considered preparatory or necessary to the provision of the advertising services, such as installing, modifying or dismantling advertising equipment/displays (prior written approval from CAM is required for such installation, modification or dismantling), extending the electricity for the new ones. All expenses, including but not limited to those in connection with electricity consumption, setting up and running of the advertisement facilities, disbursements for the insurance of works and staff, shall be borne by the Subconcessionaire.

All construction/renovation works in MIA performed by the Subconcessionaire are subject to the approval by CAM and Government Authority before the commencement of the works .

The Subconcessionaire is responsible for all the setup, maintenance, repair and cleaning of the Advertising Displays of the Subconcession, including but not limited to cleaning up the demolished materials, rubbish, surplus materials and any other debris after any works. High standard of cleanliness and hygiene at the MIA shall be maintained at all times by the Subconcessionaire.

#### **6. 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 type of advertising service and number of transactions for the operation for the preceding month both in hard copy and in digital form;
- b. such other reports as may be required by CAM.

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:

- labor 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 agreement;
- 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
  - Any breach by the sub-grantee of any obligations assumed under the agreement or of any legislation or regulations becomes known to CAM.

## 9. Other Terms and General Conditions

- a. The Subconcessionaire undertakes that the Advertising Displays of the Subconcession must be in operation 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.
- b. The Subconcessionaire has sole responsibility to apply for and obtain all appropriate licenses, permits, insurance and other relevant approvals for the Subconcession Activity at its own cost.
- c. The PTB at MIA is a non-smoking environment and, as such, smoking inside the MIA is strictly prohibited.
- d. 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.
- e. Upon entering into the Subconcession Contract, the Subconcessionaire must submit to CAM a bank guarantee for a total amount of MOP4,000,000.00 (Four Million Patacas), in the form to be provided by CAM. The bank guarantee shall be issued by a recognized bank authorized by the Monetary Authority of Macau to operate in Macau SAR. The bank guarantee shall remain valid until at least 65 (sixty five) calendar days after the reversion to/take-over by CAM of the locations/displays/equipment for the Subconcession Activity upon the end of the Subconcession Contract. If the Subconcessionaire fails to provide and maintain the bank guarantee as stipulated herein, CAM is entitled to immediately terminate the Subconcession Contract. The Subconcessionaire shall have no right to any compensation or indemnification. The bank guarantee will be returned without accruing interest to the Subconcessionaire within 65 (sixty five) calendar days after the reversion to/take-over by CAM of the locations/displays/equipment for the Subconcession Activity 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.
- f. The lawful operation of the Subconcession Activity shall commence on the Commencement Date to be defined in the Subconcession Contract.

## 10. Non-Exclusivity

The Subconcession Contract shall not confer or grant to the Subconcessionaire any exclusive rights. CAM is entitled to operate advertising services and relevant activities by itself and is also entitled to grant any other persons the rights to operate advertising services and relevant activities at MIA.

## 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 at the Airport an activity or service similar to the

Subconcession Activity or Subconcession Services hereunder, with the object or effect of preventing, falsifying or restricting competition.

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 member, 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 who 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 breach of such provisions entitles CAM to immediately terminate the Subconcession Contract, and the Subconcessionaire shall have no right to any compensation or indemnification whatsoever.

## **C. Business Opportunities**

### **1. Locations of Advertising Displays & Formats and Non-Exclusive Right to Operate Advertising Services on MIA's Assigned Fixed Assets**

This RFP provides an opportunity for the successful Bidder to operate advertising services at MIA (excluding the taxiways, runways and aprons), with the relevant existing advertising displays & formats (as-is condition) as stipulated in the Subconcession Contract, as well as with any additional or updated advertising displays to be installed by the Subconcessionaire at the locations in MIA that are approved by CAM.

The floor plan in Annex I shows the current site of MIA (for reference only). Table A in Annex I shows the existing advertising billboards, advertising equipment and advertising displays which are expected to be handed over to the Subconcessionaire, while Table B in Annex I shows other advertising displays that may also be made available by CAM for the Subconcessionaire's usage for operating the advertising services hereunder. Please see Section B.3. for more details.

Please note that the quantity and information of advertising displays & formats referred to in the tables in Annex I is subject to change. CAM reserves all the rights to modify, adjust, change or relocate the locations/equipment/displays & formats at CAM's discretion.

### **2. Conditions of the Services Provision**

The types of MIA Advertising displays & formats include but are not limited to the followings:

- Digital/LED/LCD lightbox panel
- Printing Banner
- Digital/LED/LCD Spectacular panel
- Printing/Digital billboard
- Digital Video Screens
- Custom Experiential Space
- Wrapping
- Phone charging advertising
- Event floor graphics

The Subconcessionaire shall be solely responsible for the use of the advertising displays & formats and shall manage and operate the placement of its client's advertisements in accordance with its client's requirement and subject to CAM's prior approval.

The Subconcessionaire should submit to CAM for approval, at least 7 (seven) working days in advance, the contents (including but not limited to the texts, graphics and pictures) of the advertisements to be displayed at MIA.

The advertising services shall be provided in accordance with the highest applicable international standards. No provision of the Subconcession Contract will be understood as establishing a dependent relationship between CAM and the Subconcessionaire, being agreed that the Subconcessionaire's contractual position is of an autonomous and independent contractor, and neither party is an employee, agent or partner of, or forms a joint venture with,

the other. The Subconcessionaire shall have sole responsibilities for all advertisement deals and other agreements that it enters into with its clients or any other third parties.

## **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, Commissions and Income Statements
5. Capital Investment and Financing Plan
6. Methods of Management and Operations
7. Marketing & Development Plan
8. Professional References
9. Opinion of Legal Counsel
10. Exceptions
11. Other Information
12. Proposal Affidavit
13. Business Information Statement
14. 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 statement, and methods of management and operations sections cannot, jointly and in total, exceed 50 (fifty) pages.
- b. The marketing & development plan section cannot jointly and in total exceed 50 (fifty) pages. Photographs, drawings, plans and renderings are included in the page count.
- c. The other information section cannot exceed 50 (fifty) 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 in advertising services in any locations,

with special emphasis upon prior experience with the operation and management of such services at airports, major transportation centres/hubs, other high-traffic/high-volume environments, etc. 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 advertising services. 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):

- Advertising services operated by the Bidder in the past year(s);
- Sales volume of operations, by individual location(s);
- Demonstration of management experience /expertise;
- Photographs of advertising services (please select no more than 10 (ten) photos to include as reference);
- Each Bidder is required to provide Credit Reference Letter(s) addressing to CAM with a period of not less than 1 (one) year from your landlord and/or airports;
- Other information that supports the Bidder's advertising services experience as it pertains to and is required by the RFP.

### **3. Commission Fee Rate (Annex III)**

The Bidder must complete and submit the form regarding the Commission Fee Rate (Annex III).

### **4. 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 and service, payments to be made to CAM, and income and expenses for each of the 10 (ten) 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)

### **5. Capital Investment and Financing Plan (Annex V)**

The Bidder must provide a detailed cost estimate for the proposed advertising displays & formats and other costs for the advertising services. The Bidder should use the format as provided in Annex V. The estimate should delineated all improvement works, equipment, furnishings and fixtures, architectural design and engineering fees, working capital, initial inventory, and other capital investments.

### **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. 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 and fixtures;
- e. Staffing plan to include the number of management and non-management employees;
- f. Proposed marketing/promotion programs, if any;
- g. Description of the service concepts and pricing policy.

## **7. Marketing & Development Plan**

The proposed atmosphere should enhance overall passenger satisfaction, and increase the operational and economic performance of the subconcession.

The Bidder should submit the following information in sufficient detail to clearly describe the advertising services to be provided, and include the following detailed descriptions: a) marketing strategies; b) propose the yearly "MIA Advertising Rate Card" and the approximate pricing range of the advertising services; c) types of advertising display & format d) visual presentation.

## **8. 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 advertising services 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 2 (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.

## **9. Opinion of Legal Counsel**

The Bidder shall obtain a statement from a legal counsel qualified to practice in the jurisdiction where the current operating advertising services is/are located, indicating whether or not any litigation is pending or contemplated that could affect the Bidder's ability to execute / fulfil its proposal.

## **10. Exceptions**

Bidders should include a list of exceptions, if any, to the requirements of this RFP (including the Annexes hereto). 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.

## **11. 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.

## 12. 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.

## 13. 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; and
- 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.

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.

## 14. 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 presentation have been completed.*

<b>Evaluation Criteria</b>	<b>1,000 Total Points</b>
<b>EXPERIENCE AND QUALIFICATIONS</b>	<b>200 Points</b>
Demonstration of management experience/expertise	100 Points
Years in specified business and reference letters received	100 Points
<b>FINANCIAL</b>	<b>200 Points</b>
Commission fee rate*	100 Points
Sales projections and financials	50 Points
Financial capacity and references	50 Points
<b>MARKETING AND OPERATION PLANS</b>	<b>350 Points</b>
A detailed revamp and environment protection program	120 Points
Operation performance standards and plans and facility maintenance plan	80 Points
Management organization staffing plan in Macau	50 Points
Marketing & development plan and pricing policy	100 Points
<b>DESIGN AND PROPOSED CAPITAL INVESTMENT</b>	<b>250 Points</b>
Design concepts development and integration into MIA	100 Points
Expected quality and creativity of advertising display & format	150 Points

\* Please refer to Annex III.

# Annex I

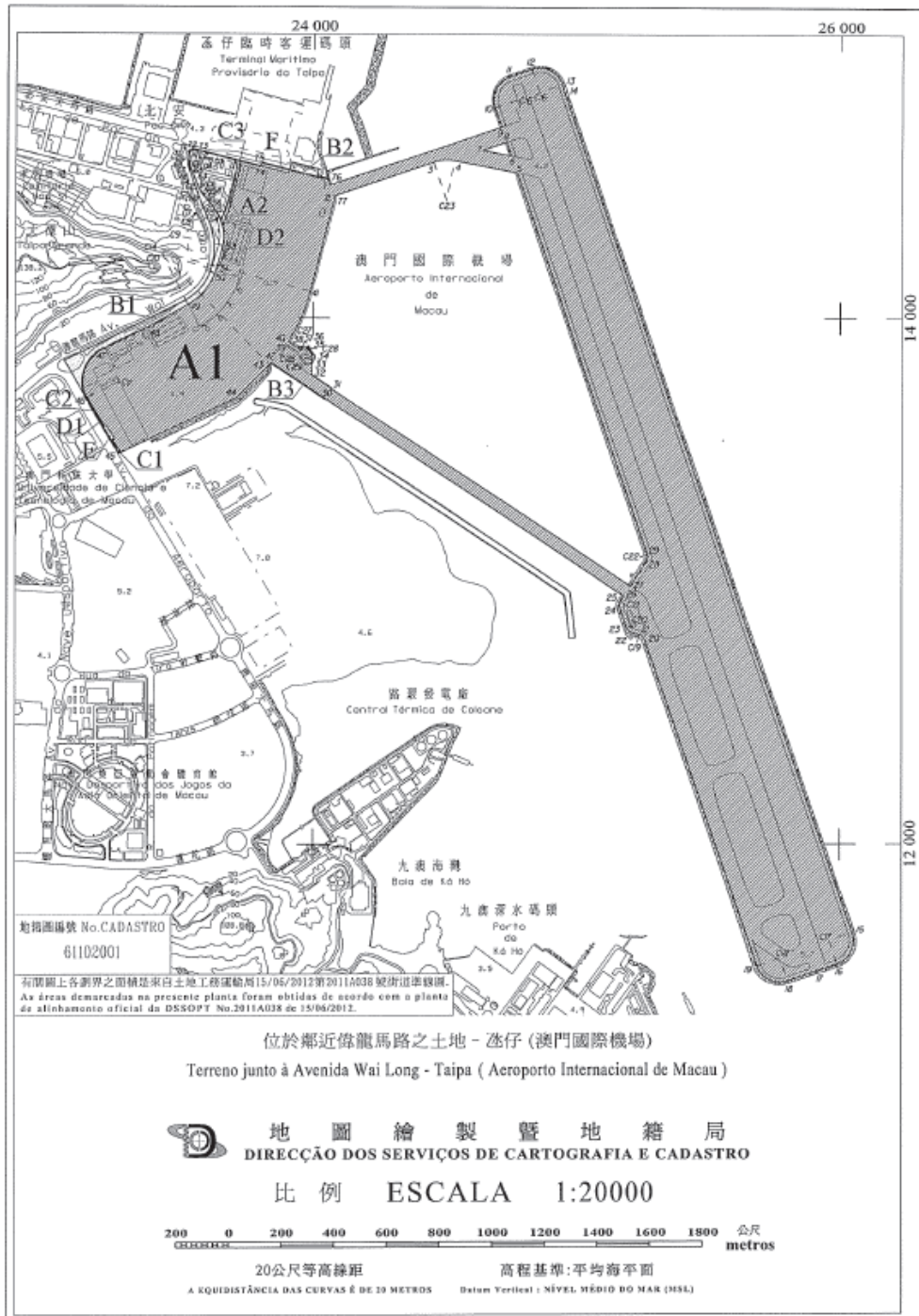
## Floor Plan of Macau International Airport

For indicative purpose only

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澳門特別行政區公報——第二組

第 2 期——2013 年 1 月 9 日



批示編號 63 / 運輸工務司 /2012  
Despacho no. SOPT

177/1989 於 12/07/2012  
de

## Locations of Existing Advertising Displays & Formats

**For indicative purpose only**

Table A

No	Location(s)	Advertising Displays & Formats	Quantity (approximately)
1	Departure Level and Arrival Level	Free Standing Lightbox	16 pcs
2	Departure Level	Lightbox on TV Stand	9 pcs
3	Departure Level and Arrival Level	Column Lightbox	9 pcs
4	Departure Level and Arrival Level	Lightbox on Wall	18 pcs
5	Arrival Level	Spectacular Lightbox on Wall	10 pcs
6	Arrival Level	Welcome Signage	1 pcs
7	Departure Level and Arrival Level	Column Wrap Banner	11 pcs
8	Departure Level	Giant Ceiling Banner (Double-sided)	6 pcs
9	Departure Level	Premium Digital Panel	1 pcs
10	Arrival Level	Digital Panel	4 pcs
11	Departure Level and Arrival Level	Powerpole lightbox	14 pcs
12	Arrival Level	Curbside Column Lightbox (Exterior)	4 pcs
13	CAM Office Building	Billboard (Exterior)	3 pcs
14	Departure Level and Arrival Level	Clock sponsorship	1 item

Table B

No	Location(s)	Advertising Displays & Formats	Quantity (approximately)
1	Airbridge	Airbridge Interior/Exterior Wrap	8 pcs
2	Arrival Level	Advertising Display on Baggage Trolley	1,100 pcs

Note:

- a) The quantity of advertising billboards, advertising equipment and advertising displays is neither limited to nor guaranteed by the above table during the Subconcession period.
- b) The airport bus advertising (both interior & exterior) and advertising on staircases for descending from the aircraft to the buses and any other advertising services carried out in connection with any airport licensee may be regulated under a separate specific agreement.
- c) Please refer to Section C.1 for more details.

## Annex II

### Experience and Qualifications Statement

Please provide the following items:

1. List the advertising agreement/contract signed by the Bidder in the past years, including the scope of services, terms & conditions, and annual gross sales using the format below.

Currency: MOP

Advertising Agreement/Contract And Duration	Scope of Services	Terms & Conditions	Calendar Year Gross Sales		
			Year 1	Year 2	.....

2. Provide demonstration of advertising business management experience and environmental protection programs;
3. Attach photographs, drawings, plans and renderings of the interiors and exteriors of the advertising display & format;
4. Attach key personnel résumés with a brief description of their planned roles at the MIA and an organisation chart for the MIA operation;
5. Provide other information that supports the Bidder’s advertising business experience as it pertains to and is required by this RFP;
6. Provide Credit Reference Letter(s) addressing to CAM with a period of not less than 1 (one) year from your landlord and/or airports.

### **Annex III**

#### **Commission Fee Rate**

Please complete this form by providing a single Commission Fee Rate of **no less than 60% (sixty percent)** on the net sales as described in 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 of Commission on Net Sales:** \_\_\_\_\_

(Should not be less than 60%)

**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

Please provide as shown in the tables that follow, (1) a projection of the annual sales and commissions; (2) expenses, net income and cash flow, using the table structures shown below.

#### 1. SALES AND COMMISSIONS

Currency: MOP

	Year 1		...		Year 10		Total	
	Sales	Commission	Sales	Commission	Sales	Commission	Sales	Commission
<b>Advertising Display &amp; Format by Location(s) at MIA*</b> <i>*subject to final approval from CAM and relevant Macau Authorities</i>	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
<b>Total</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

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

## 2. INCOME STATEMENTS

Currency: MOP

	Year 1	Year 2	.....	.....	Year 10	Total
<b>Sales</b>						
Sales	X	X	X	X	X	X
<b>Expenses</b>						
Cost of Goods Sold	X	X	X	X	X	X
Occupancy costs/ Commission	X	X	X	X	X	X
Staff and benefits	X	X	X	X	X	X
Marketing	X	X	X	X	X	X
Utilities/Telecoms	X	X	X	X	X	X
Insurance	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
<b>Net Income</b>						
Net Income	X	X	X	X	X	X

## Annex V

### Capital Investment and Financing Plan

Please provide the capital investment estimation and financing sources for each display & format.

Currency: MOP

	<b>Estimated capital investment in different displays &amp; formats</b>	
1	Display & format 1	X
2	Display & format 2	X
.		X
.		X
.		X
.		X
.		X
	<b>Financing Sources</b>	
1	Debt (by source)	X
2	Equity	X
3	Total Investment	X

**Annex VI**  
**Professional References Form**

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

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

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

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

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

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

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

Nature and magnitude of association (including years):

\_\_\_\_\_

\_\_\_\_\_

## Annex VII –Proposal Affidavit

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 Advertising Services in the Macau International Airport (“MIA”) under the terms and conditions set forth in the Request for Proposal (“RFP”) for the Advertising Services Subconcession at MIA. 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 Advertising Services 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

Date : 26 February 2024  
Time : 10:30am (Macau local time)  
Venue : Multi-Function Room (No. 10-02-0036 & 10-02-0037) of the  
Passenger Terminal Building, Macau International Airport,  
Taipa, Macau SAR

Prospective Bidder's Name: \_\_\_\_\_

Name & Title of the delegate(s) in CAPITAL LETTERS:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

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

\_\_\_\_\_

Contact no and email address of contact person in **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 20 February 2024 either via facsimiles (853-2878 5465) or by mail (email will not be accepted) or 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).

Macau International Airport Company Limited  
4<sup>th</sup> Floor, CAM Office Building,  
Avenida Wai Long, Taipa, Macau SAR  
Attn: Mr Lei Si Tai, Executive Director

**Subject: Pre-Bid Meeting and Site Visit Registration RFP No. PTB202308AD**

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.