Common Questions on FBO & MRO:

1) The deadline for submission of proposal is in a very tight timeframe amongst availability of resources. Is it possible to extend submission of FBO for a further 90 days to June 4th 2014 and extend submission of MRO for a further 120 days to July 4th 2014?

   All proponents should submit their proposals no later than the deadline which has been set in the RFP.

2) Are terms and conditions available from CAM for a MRO contract renewal beyond the initial 10 year term and FBO contract renewal after the initial 6 year term?

   CAM and the Successful Proponent may negotiate contractual provisions for a possible renewal of the Contract upon expiry of the initial term (e.g. provisions for both parties to start negotiations for a possible renewal of the Contract one year before its expiry), subject to both parties’ agreement and the final approval by the Macao Government.

3) Are there any airport master plan guidelines that may give indication to the likely investment climate post the initial term?

   AACM has submitted a drafted airport master plan and waiting for the Macao Government’s approval. The drafted master plan reserved reasonable space for the development of business aviation in MIA.

4) Can a proponent submit a combined response to both the FBO and MRO RFP? Or respond as an FBO providing MRO services or an MRO providing FBO services? Under a combined response would CAM consider a 10 year agreement?

   The RFP for FBO and the RFP for MRO are two separate RFP processes. Proposals for the two RFP processes must be submitted separately.

5) Under what conditions would CAM also allow an FBO operator to be an MRO provider or vice versa? What commercial impact has been taken into consideration for competition with the MRO and FBO RFP?

   If a Proponent is successful in both of the respective RFP processes for FBO and MRO at the same time, this successful Proponent may be both an FBO operator and an MRO provider at the same time.

6) The costs of such a requirement are significant (Minimum staffing requirements)
Would CAM accept an alternative requirement whereby the FBO operator may have several MRO providers it contracts to and alternatively has available on standby or on call AOG services in the event an aircraft it is handling goes unserviceable? Meanwhile, 24/7 coverage, what does CAM expect in terms of response time when using on call support?

Such service could possibly be outsourced to MRO or other service providers subject to CAM’s approval. As for the response time, Proponents could propose in the proposal which might be one of the evaluation factors on service level in business plan.

7) What is the proposed quantum for the bank guarantee for each RFP?

The bank guarantee amount will be subject to the income to be paid to CAM, with the financial proposal and projection submitted by the Proponents taken into account. CAM will negotiate with the successful Proponent to determine a reasonable and mutually agreed amount of bank guarantee.

8) Is it requirement that the proponent needs to be an existing Macau incorporated entity with registered office address in Macau at the bidding stage? In other words, will CAM allow the successful proponent to set up a subsidiary in Macau afterwards to enter into the sub-concession agreement with CAM?

If the corporation to enter into the Sub-Concession Agreement with CAM is to be set up only after the Proponent is selected, then the Proponent shall comply with the RFP documents, page 5, point 3.0 c).

9) What is the proposed response time after submission date CAM needs before it will notify applicants of the outcome.

CAM will finish the proposal evaluation and the relevant procedures ASAP.

10) How soon can the successful proponent expect CAM/AACM/MSAR authorities to approve the fit-out and occupancy plans for the leased spaces since this would affect the 6-month deadline to commence operations?

CAM will endeavor to cooperate with relevant departments and entities to speed up the approval process.

11) How long will MSAR’s approval process be with regard to working permits for expatriate personnel? Would CAM assist the successful proponent in facilitating such process (work permits application)? Would there be a quota set by the Macau Labour Affairs Bureau to the successful proponent for employing foreign
12) How to define the annual Business aviation “movement” in Macau International Airport? Is this a combination of landing and takeoff?

All air traffic operated between the Macau SAR and other Countries are recorded according to ICAO recommended practice in handling airport traffic statistics. A “movement” refers to any landing OR any take-off of an aircraft or helicopter in Macau International Airport.

13) Regarding the exclusivity, it does not appear to be exclusivity by the RFPs. The airport reserves the right to provide the same sort of business, and also allows other operators to come and set up operations as well. Is there any scope for maintaining a FBO operation that doesn’t do MRO? And the MRO operator is exclusively operating MRO?

Please refer to 13.0 of the RFP documents: No exclusive rights will be conferred or granted. The operation models in future will be subjected to the market conditions.

14) Can we raise the questions by email except FAX?
Please refer to 8.3 of the RFP documents, and send your enquiries by fax. Emails are not accepted for this purpose.

15) In most cases, concession fees, management fees will base on the net revenue but not gross revenue. FBO outsources lots of services; net should be the terms of concession fee. Just want to confirm.

All concession fees in Macau International Airport

The Sub-Concession Fees are based on the Total Sales (referred to as Gross Sales in the RFP documents).

The Total Sales means the aggregate of all sums of moneys or other values received or to be received regarding all services sold or provided by the Sub-Concession are at the Macau International Airport.

Amounts charged by third parties and assumed by the Sub-Concession are in the name of a client are not included in the Total Sales, but the administrative charges or commissions that the Sub-Concession are charges for those third-party services are included.

16) In 2012, the business aviation movement was almost 1,600. How many percentages for the local and also non-local carriers? Can you figure out more details on 2013?

Comparison of business aviation traffic in 2012 and 2013

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local</td>
<td>248</td>
<td>180</td>
<td>37.78%</td>
</tr>
<tr>
<td>Non-Local</td>
<td>1,913</td>
<td>1,479</td>
<td>29.34%</td>
</tr>
<tr>
<td>Total</td>
<td>2,161</td>
<td>1,659</td>
<td>30.26%</td>
</tr>
</tbody>
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MRO:

1) Would CAM consider the proponent demonstrating instead a minimum requirement of 10 years and a demonstrated record of attaining at least 5 country approvals (including FAA) and 3 OEM service Centre representation within this period of time in at least one of its other locations?
   Please refer to and comply with RFP of MRO, page 5, 3.0 MINIMUM QUALIFICATION.

2) Would CAM consider flexibility in this schedule within a suggested period of time of 12 months with a 6 monthly review on progress monthly updated on the implementation plan?
   Please refer to and comply with RFP of MRO, page 10, 12.0 OPERATION COMMENCEMENT DATE, and page 12, 13.0 OPERATION COMMENCEMENT DATE.

3) Would CAM consider a period of time, say the initial term where it would only allow the one MRO operator to provide third party services in order to improve the investment case.
   Please refer to 13.0 of the RFP documents: No exclusive rights will be conferred or granted.

4) To what extent, included in the rent will CAM provide fit out of office and workshop spaces (e.g., office partitions, workshop benches, lighting, and air supply and temperature / humidity control?)
   CAM will only provide the bare shell office and workshop spaces. The tenant shall have sole responsibility for the fitting out of office and workshop spaces at its own expenditure.

5) Will the hangar be ready to operate in terms of air supply, ground service air and electrical pits, aircraft power supplies and fire suppression and extinguishing systems meeting NFPA 409, latest requirements?
   In the hangar, the basic facilities, such as the air supply, ground service air and electrical pits, aircraft power supplies, will be provided and the fire system meeting the NFPA 409 requirements. However, the operators shall prepare the facilities required by themselves to fit their operational requirements.
6) Are the hangar construction specifications and detailed design plans available for review and additions as determined necessary to meet an MRO operating standard?

   The plans of the building available at this stage are in the RFP document.

7) When will CAM indicate which are the designated facilities to be leased to the successful proponent in the new hangar drawing?

   CAM will further negotiate with the successful Proponent.

8) Could the 8% markup be varied or waived if it is proved to be impeding the development of a base maintenance activity in Macau as creating an uncompetitive situation vis-à-vis regional MRO or international ones?

   Please refer to and comply with RFP of MRO, page 12 Sub-Concession Fees and Property Rents.

9) How will the hangar space be arranged / allocated between the MRO and parking? Will the hangar have separate areas of allocation, or is it expected that aircraft undergoing maintenance and parked aircraft will be mixed?

   The successful Proponent will be able to arrange the relevant position for maintenance and parked aircraft within the new hangar space leased to the successful Proponent if the arrangement will not affect the normal MRO services to be provided.

10) Will the MRO be able to charge any parking for aircraft that are parked in the allocated maintenance space in the hangar? (If available; and as may occur from time to time)... at least during its ramp up phase?

    MRO could charge parking for aircraft that are parked in the allocated maintenance space in the hangar subject to the terms and conditions in the sub-concession contract to be entered into. In any event, this arrangement should not affect the normal MRO services to be provided.

11) Will apron space immediately in front of the hangar (excluding any applicable road) be allocated to the MRO? (For the purposes of interim parking for adding / removing aircraft from the hangar, idle power engine runs, APU runs etc)

    CAM and the successful Proponent will work with ADA to draft an apron utilization plan to improve the utilization of the Apron.
12) Where are high power engine runs conducted on the airport?
   The high power engine runs may be conducted at Taxiway C2 near Main Fire Station.

13) Is there a compass swing area for use on the airport?
   MIA does not provide relevant service area.

14) Can fuel / oil be discarded at the airport?
   Injection of fuel / oil to sewer is not allowed. The jet fuel sub-concessionaire is responsible to handle defueling and aircraft maintenance for the used oil in MIA.

15) Can aircraft painting be performed on the airport (i.e. within the hangar)
   Successful Proponent can establish related facilities in their own expenditure. Furthermore, the design of painting area must get AACM approval and comply with the environmental protection policy of MSAR.

16) Can the 25% ownership of a shareholder with 5 years maintenance experience be met through an ultimate beneficial owner or it needs to be through a direct shareholder of the licensee company?
   Please refer to and comply with RFP of MRO, page 5, 3.0 MINIMUM QUALIFICATION.

17) By the submission time of our proposal we will be an official service center of any OEM, we might be in discussions though, what evidence CAM will require at the time of submission to be satisfied with this condition?
   The Proponents are required to submit the current certifications achieved around the world. Moreover, the successful Proponent has to obtain the relevant certification for its operations and business in MIA according to the terms of Minimum Requirements for MRO.

   (Please refer to MINIMUM REQUIREMENT FOR MRO, page 13, Certification from Authority and Certification from Manufacturer).

18) The MRO license will be non-exclusive; will the licensee be asked to sub-lease part of its hangar space to a competitor? Or will CAM possibly lease another part of the hangar to a third party?
   CAM will not request existing MRO services provider to sublease area leased
19) Will CAM retain any right to control prices over the MRO organization throughout the license period? If yes what level of control?

In principle, the pricing policy is subject to the normal market rules and the standards of good management so as to ensure the respective competitiveness, and CAM expects the pricing against neighboring Airports should be competitive and reasonable.

20) What kind of sub-contract work to be approved by CAM? What is the concern of CAM in respect of sub-contracting work?

Please refer to MINIMUM REQUIREMENT FOR MRO, page 14, viii. Subcontracting)

Meanwhile, CAM concerns the services after sub-contract should ensure the high quality services.