



daa International Response to Request for Qualifications

St. Louis Lambert International Airport  
Public-Private Partnership

## **2. Executive Summary and Strategic Rationale (max. 2 pages)**

The St. Louis Lambert International Airport Public-Private Partnership is a huge opportunity for the city of St. Louis. daa International recognises the significant potential to improve the airport and have a transformative impact that extends far beyond the airport campus. daa International, firmly believes that by working closely with the City and all stakeholders the priorities set out by the City will be achieved.

### **Improvement of the Airport for all stakeholders, including incremental uses of the Airport's significant excess capacity**

In all of our airport operations we work as partners with our stakeholders, identifying areas for mutual growth, benefit and development.

With regards to capacity specifically, daa International is expert in superb master planning and the alignment of operational need with asset utilisation and capital development programme. daa facilities are managed and delivered at the point of operational need. daa operates an 80% planned to reactive maintenance strategy and evaluate performance on superlative 'up-time' criteria. This experience would ensure that St. Louis operation optimises its existing infrastructure and maximises all opportunities for revenue generation and development.

### **Net cash proceeds to the City, upfront and/or over time for non-airport purposes**

In 2019, daa paid a dividend of €40 million to the State for the previous, which brings its total dividend payments to €125 million over the past four years.

daa expertise and experience comes from a relentless focus on revenue generation and cost efficiency through operations, asset care and commercial development in airports ranging in size from 3 million to over 32 million passengers per annum.

daa International has a proven track record in developing and delivering economically sustainable and revenue generating airports and would bring this experience to St. Louis.

### **Community and economic development in the St. Louis region**

daa International prides itself on not only being a 'good neighbour' but in driving economic activity for well beyond our airports' immediate hinterland.

daa International would work with the City to ensure that the airport is delivering the services, connectivity and facilities needed by the residents, businesses and communities of St. Louis.

In addition to improving services and facilities at the airport, daa International would develop non-aviation related activities. daa has developed and launched Dublin Airport Central, Dublin City's next generation business destination, offering unrivalled international and national connectivity, directly opposite Terminal 2, Dublin Airport.

### **daa International's Vision for St. Louis Lambert International Airport**

The strong links between Ireland and the United States of America are well established and celebrated and are as apparent in St. Louis, Missouri as in any of the cities across the US. In fact, Missouri is a sizeable trading partner with Ireland. The state exports more than \$85 million worth of products and imports \$48 million worth of Irish goods. daa International is delighted to participate in this tender process and would love the opportunity to further develop the connection between St. Louis and Ireland.

In 2018, at the initial stages of this process, Mayor Krewson said, *"The only reason to consider this is to get a better airport."* Our vision for St. Louis Lambert International Airport is not just for a 'better' airport but for the airport to play a pivotal role in the future economic and social development and success in St. Louis and wider Missouri state. With daa International's experience combined with the City's proven and invested commitment our vision for St. Louis Lambert International Airport is:

***A Transformed Airport for the Betterment of St. Louis***

***Delivering a Thriving Airport for the City of St. Louis, its Residents,  
Communities and Businesses***

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### 3. Description of Respondent

**a) Description of Respondent: Provide a description of the Team, including a description of all Team members and the anticipated legal relationship (governance and shareholder structure) among the Team members (e.g. partners, shareholders, client-consultants etc.) as appropriate. Also provide a description of any upstream relationship to financially responsible entities**

daa International is a wholly owned subsidiary of the Irish multinational daa, which is a global airports and travel retail group, with businesses in 13 countries including Ireland, Cyprus, Germany, Saudi Arabia, and New Zealand.



daa International provides management services, strategic advice, and operational support to governments, airport operators and investors and can draw on the skills and experience of the wider daa Group as required. It is our understanding that daa plc. satisfies all the requirements for experience as set out in the RFQ document. daa Group is in the unique position that it manages all aspects of airport operations, including all aeronautical and non-aeronautical revenue streams. daa has extensive experience of growing, developing and optimising revenue from non-aviation activities in different global markets.

During the last 12 months, the consultancy and airport management services of daa International have been deployed in Oman, the Philippines, Bahrain, Singapore and the UK. daa International also manages operations, non-aeronautical revenue and facilities management at Terminal 5 at King Khalid International Airport in Riyadh, Saudi Arabia.

In Saudi Arabia, daa International has a management contract for Terminal 5 at KKIA Airport in Riyadh and runs the terminal on behalf of the state-owned Riyadh Airport Company. T5 is a domestic terminal that welcomed 14.7 million passengers last year. It is one of three terminals currently in operation at KKIA, which had total passenger numbers of 26 million in 2018.

daa International developed a customised, passenger-centric operating model for T5 in KKIA based on a strong partnership with Riyadh Airport Company. Within 12 months of opening, T5 had achieved an impressive score of 4.38 in Airports Council International's global Airport Service Quality (ASQ) ranking. Last year, the overall ASQ customer service score at Terminal 5 increased to a record level, despite growing passenger numbers at the terminal.

In the Philippines, daa International is advising Aboitiz InfraCapital, which has signed an agreement, similar to preferred bidder status, to upgrade, expand and operate two regional airports, at Bohol-Panglao and Laguindingan.

daa was established in 1937, operates Dublin and Cork airports, has a 20% stake in Düsseldorf Airport, and an 11% stake in Hermes, which operates Larnaca and Paphos airports in Cyprus. daa also operates the global travel retail business Aer Rianta International (ARI), which can trace its roots back to the opening of the world's first duty free shop in Shannon Airport in 1947. daa is owned by the Irish State but is a standalone business with a fully commercial mandate.

Last year, 83.9 million passenger used airports operated or part owned by daa. Its Irish owned airports welcomed a record 33.9 million passengers, while about 50 million passengers used facilities that it operates or part-owns overseas.

As per response to Question 7 of the "RFQ Question Responses 1" document dated October 18, 2019, daa International will be forming a consortium with investors that meet the criteria as set out in the RFQ document. However, at the time of submitting the RFQ response, this consortium has not been finalised.

**b) Controlling Interest/Ultimate Ownership: Identify the individuals or companies who hold an ownership interest of ten percent (10%) or more in each Team member, including any foreign entities and sovereign nation participation.**

The main shareholder of daa plc. is the Minister for Public Expenditure and Reform in Ireland followed by each of the following holding one share in trust: Minister for Transport Tourism and Sport in Ireland, Judith Brady, Graham Doyle, David Moloney, Fintan Towey and Robert Watt.

#### **4. Operational and Management Capability**

**a) Address the following areas with respect to operational and management capability:**

daa Group owns and operates Dublin Airport (31.5m pax) and Cork Airport (2.4m pax). It also manages Terminal 5, King Khalid International Airport, Riyadh (14m pax) and has investments in Dusseldorf, Larnaca and Paphos airports. Almost 84m passengers travelled through daa Group airports in 2018. In addition, daa Group has a travel retail business, Aer Rianta International, that operates in 13 countries across the globe. For daa Group, profits increased by +6% to a record €133 million, on the back of a turnover lift of +5% to €897 million. EBITDA rose by +7% to €289 million.

In Dublin and Cork Airports, daa manages all aspects of the airport operation, including, but not limited to, landside, terminal operations, security (both passenger screening and airport police), facilities management, aeronautical and non-aeronautical revenues and capital projects.

In Terminal 5, King Khalid International Airport, daa International manages the terminal operation, facilities management, non-aeronautical revenue, car-parking, aviation business development, IT and staff training and development.

Furthermore, daa International provides management services, strategic advice, and operational support to governments, airport operators and investors and can draw on the skills and experience of the wider daa Group as required



**i) Operations and Maintenance Expertise: Provide evidence demonstrating expertise in managing an airport of this nature. Specifically, the Teams should highlight their experience and qualifications in the following areas:**

**1) Substantial experience of Team members in managing and improving other commercial airports**

daa was established in 1937, operates Dublin and Cork airports, has a 20% stake in Düsseldorf Airport, and an 11% stake in Hermes, which operates Larnaca and Paphos airports in Cyprus.

As explained above in 4(a), daa is experienced in all aspects of the airport operation through its Dublin, Cork and T5 KKIA airports. This experience is directly comparable with St. Louis Lambert International Airport.

Dublin Airport is a sizeable international hub airport serving 31.5m passengers and recording eight years of consecutive growth. Dublin Airport is home to low-cost operator Ryanair and a host of full-service airlines, for example Qatar and Emirates. Understanding and growing all forms of airline models provides daa with the relevant experience for St. Louis given the increase in both ULCCs, Southwest and legacy US carriers. Dublin Airport is also the only European capital city to have the CBP facility which has elevated the transfer product, and transfer market considerably at Dublin Airport. Additionally, innovations such as 'dubhub,' the interactive 'connecting guide' available through the Dublin Airport free wifi and dedicated wayfinding etc. has seen transfer passengers increase 32% since we began focusing on this market in 2017.

During the economic recession in Ireland, from 200 both Dublin and Cork Airports suffered considerable declines in passenger numbers. Since then, daa has worked closely with airline customers, the government and tourism bodies to see passengers grow consistently since in both airports. Initiatives included attractive route incentive and marketing schemes, focusing on attracting in-bound traffic as well as introducing new carriers and working with existing customers to add capacity and new routes. Against the backdrop of this growth, passenger experience and customer service has also improved in both airports with Dublin Airport achieving Overall Best Customer Experience in the 25-40m passenger airport category in 2018 while Cork was awarded the same accolade for its peer group in 2019.

Terminal 5, KKIA (Riyadh, Saudi Arabia), is a domestic terminal serving 14m passengers. Given the high proportion of domestic travel in St. Louis, daa International has the experience of developing commercial, retail and airport facilities tailored for the domestic market. In T5, daa International developed a customised, passenger-centric operating model for T5 in KKIA based on a strong partnership with Riyadh Airport Company. Within 12 months of opening, T5 had achieved an impressive score of 4.38 in Airports Council International's global Airport Service Quality (ASQ) ranking. Last year, the overall ASQ customer service score at Terminal 5 increased to a record level, despite growing passenger numbers at the terminal.

A summary of additional daa International projects can be found in the table contained in response to Section 8.

**2) Substantial experience in managing facility maintenance/repair and procurement of related materials**

daa is responsible for both hard and soft facilities managements (FM) in Dublin and Cork Airports and manages FM on behalf of our client Riyadh Airport Company, in T5 KKIA. All three airports have facilities of varying age and condition. For example, Dublin Airport's Asset Base is a 60:40 mix of old and new.

Dublin Airport is economically regulated, which means the asset base is regulated by Commission for Aviation Regulation (CAR) under a single till model. All expenditure in Dublin Airport is subject to

rigorous scrutiny by both airline customers and the regulator. daa consistently demonstrates efficiency in both cost and overall facility maintenance and development.

daa manages all aspect of Capex in Dublin and Cork Airports, including master-planning, procurement, contract and site management all in a working airport operational environment. CAPEX can be disaggregated into:

- 1) **Maintenance Capex**
- 2) **Capacity or Growth Capex**
- 3) **Commercial Capex**

To provide project and campus scope that is most similar to St. Louis, the following will focus on Dublin Airport.

- Maintenance Capex managed and controlled by daa's in-house Projects Department with input from asset management team
- Rolling Capital Investment Programmes (CIPs) developed every 5 years to allow for planning and typical life-span of 5 to 15 years
- Each individual project requires detailed justification to obtain approval from CAR



daa prides itself on its facilities management expertise and has introduced its asset reliability and maintenance strategies and approaches to other airports.

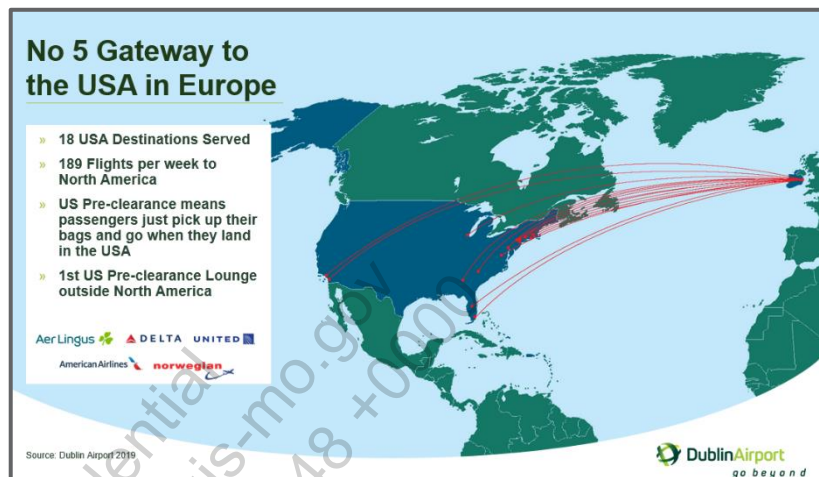
daa is subject to prescribed procurement standards under EU legislation as a being a semi-state body. daa's professions team ensures competitive outcomes for the business using transparent, objective, compliant and streamlined processes. To date, in 2019 the procurement statistics for daa are:

- 315 tendered projects in 2019 for a combined contract value of €817m over the life of the contracts
- 12 tendered Concession projects in 2019 for a combined revenue generation stream of €1.34bn over the life of the contracts
- In excess of 10,000 POs issued annually
- Supplier base of c. 2,000 approved suppliers

### 3) Familiarity with FAA regulations and procedures, airport operations, construction and maintenance standards

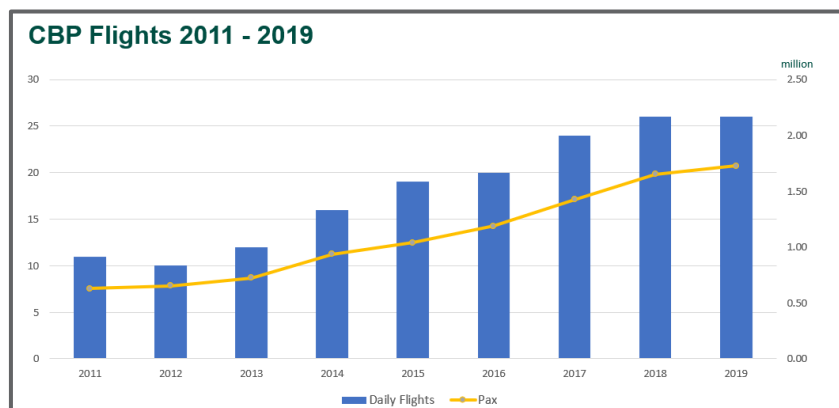
Dublin Airport commenced full US Pre-Clearance Operations in Dublin Airport in January 2011 including the TSA operation. daa has a strong history of working with the FAA and implementing FAA regulations. We have worked with the FAA, CBP Headquarters and the European TSA attaché on the mechanical, electrical and structural design of the Pre-Clearance and TSA facility in Dublin Airport. daa has also taken FAA, CBP and TSA regulations and developed these into robust Standard Operating Procedures, ensuring all Dublin Airport employees were trained and had a full understanding of an FAA Airport Operation prior to the CBP Pre-Clearance and TSA go live date in January 2011.

The bi-lateral agreement for CBP and TSA to operation a pre-clearance facility in Dublin Airport is an agreement between the Republic of Ireland and the United States and the ownership of the agreement is DTASS. However, Dublin Airport Senior Management and daa Executives are key players in negotiations and influence alongside DTASS representatives on any key changes in FAA, CBP or TSA regulation and the implementation of these.



Since US Pre-Clearance and TSA commenced operating in Dublin Airport, daa has been instrumental in working alongside them in implementing new technology innovations that improved the facilitation of passengers through the end to end pre-clearance and TSA process. This has supported CBP and TSA to achieve their primary objective which is to enhanced law enforcement. Dublin Airport has been selected as the first site for CBP & TSA for the implementation of project like APC, remote APC, Real time queue information, Global Entry, facial recognition, reimbursement model and TSA trusted traveller programme. Dublin Airport were the first airport in the world to developed software to collect tax revenue on behalf of the US Government.

What has made Dublin Airport the blue print for the roll out of the US Pre-Clearance programme globally is fundamentally based on relationships. We have built robust long-lasting relationships of mutual trust with the FAA, CBP and TSA which has made doing business with us easy.

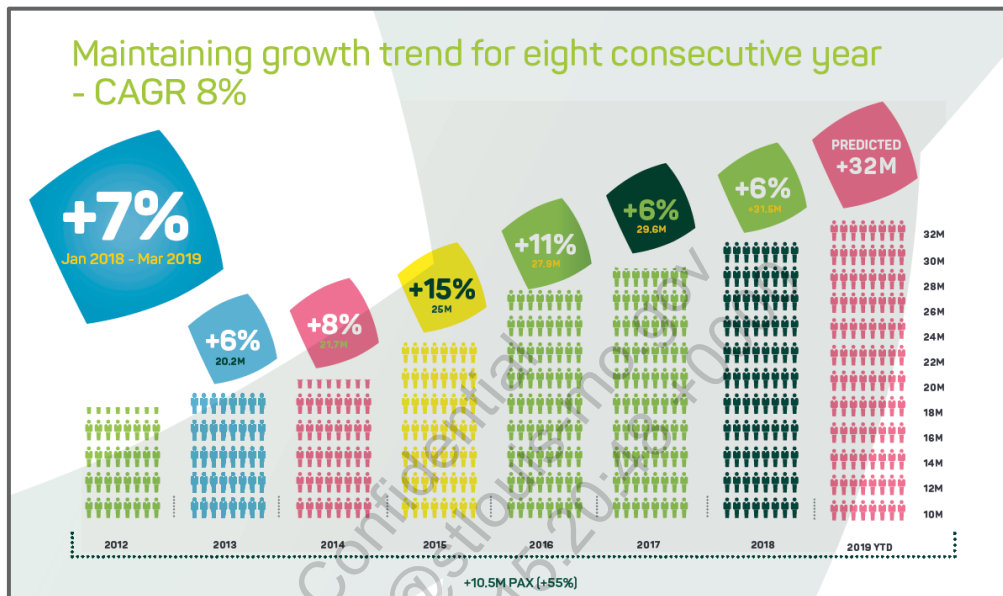




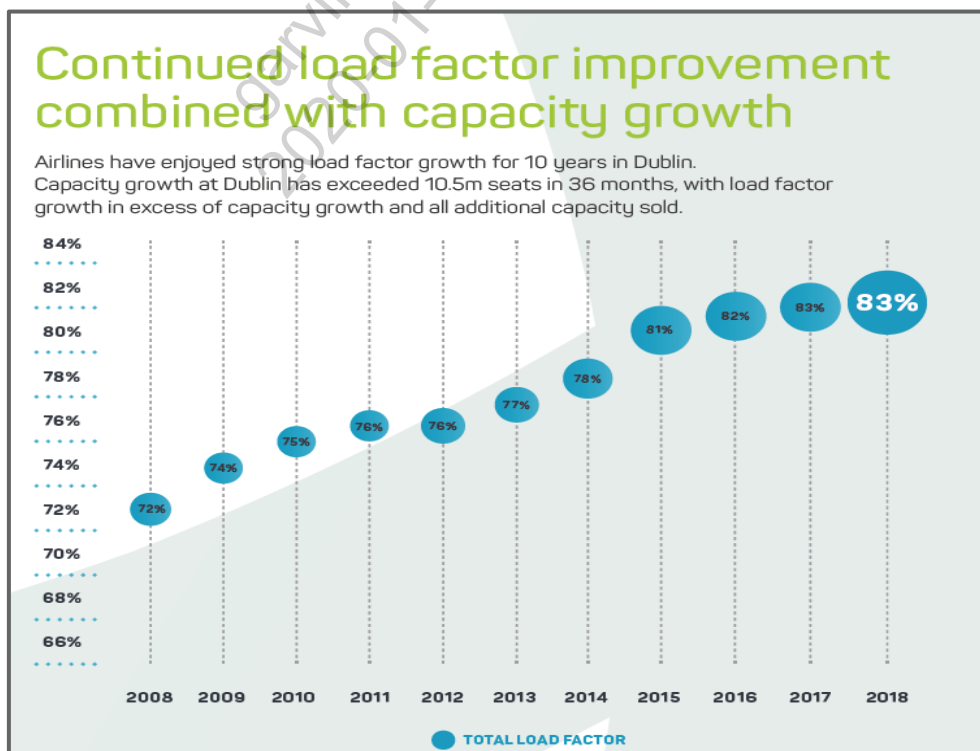
#### 4) Experience with facilitating airport passenger growth via route development and marketing

Dublin Airport has reached an all-time high with a direct service to over 190 destinations in 43 countries across 4 continents and has one of the highest connectivity levels in Europe relative to the size of our economy. The 2018 Foreign Direct Investment (FDI) Confidence Index ranked Ireland in 19th place globally and Ireland's urbanisation is moving at a faster rate than EU or UK. Dublin Airport is the 15th largest airport in the EU, yet Ireland ranks 26th in Europe for size of population.

2018 was our 8th consecutive year of growth, with our passenger numbers rising 6% to our highest ever at over 31.5m.



Growth has also been generated by working closely with airlines to increase load factor and extend the seasons.



Dublin Airport has a direct service to over 190 airports (Summer vs Winter schedule) destinations in 43 countries across 4 continents and now has one of the highest connectivity levels in Europe relative to the size of our economy.



Through market insight and understanding our airline customers' challenges and potential, Dublin Airport has developed a suite of supports and incentives to drive passenger growth and influence airline behaviour to optimise facilities and capacity. Schemes include:

- Growth Incentive Scheme
- Long-haul new route support scheme
- Short-haul new route support scheme
- Standby Aircraft Scheme
- Significant Additional Capacity on Existing Routes Scheme

#### Behavioural Incentive Schemes

- Remote & Satellite Stands Usage Discount
- Capacity Optimisation Incentive Scheme
- Long-haul remote arrival discount

Additional details can be found on the Dublin Airport website <https://www.dublinairport.com/corporate/regulatory-planning/incentive-schemes>

#### Marketing Support

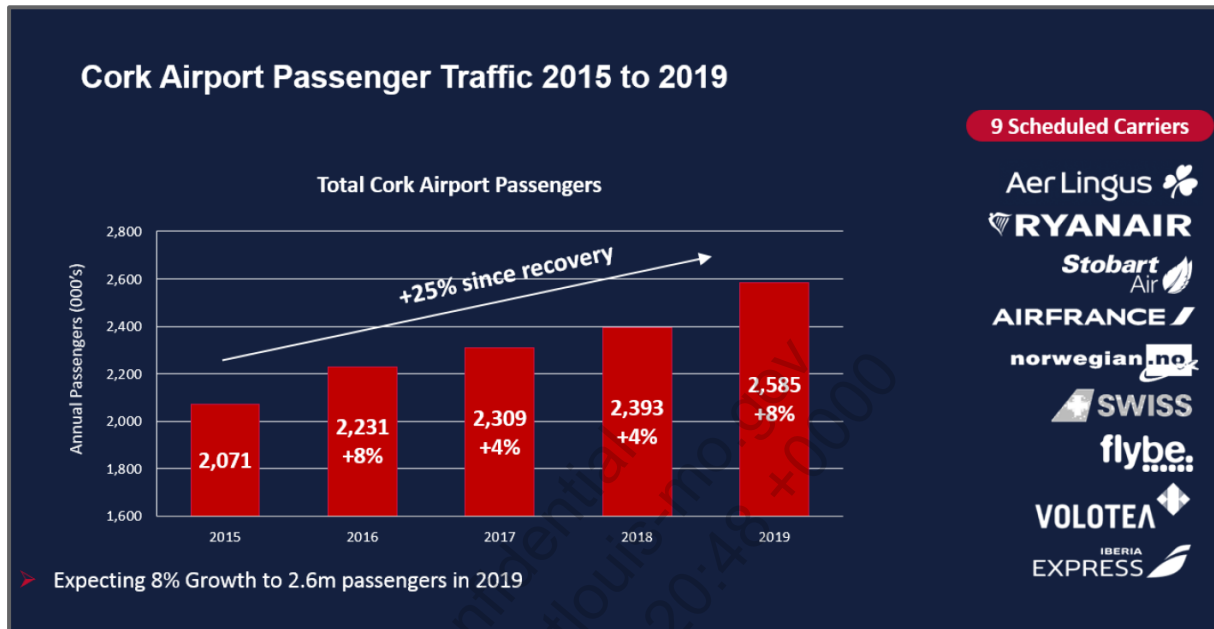
- Dublin Airport unlocks market opportunities through clear vision, business intelligence and inspirational marketing.
- Over the past 12 months Dublin Airport has invested in co-operative, co-branded campaigns for 25 airlines with activity in both the originating and destination markets across a wide range of media channels targeting both B2B and B2C audiences.
- Over 20 social media promotional campaigns with our airline partners in 2018.

#### Awards

- Highly Commended World Routes Marketing Award, Guangzhou 2018.
- Award winning social media platforms:

- Best Airport Twitter feed in the world - 3 years in a row.
- Best Airport Instagram feed in the world 2017.

As a regional airport, Cork Airport understands the importance of creating a “Coalition of the Willing” of all stakeholders to create a complete product for the market. This involves working with key businesses, hoteliers, tourism authorities and the local councils. This joined up approach has resulted in consistent growth following the economic recession.



Cork Airport's success has been recognised with several awards:

- Best use of Facebook, 2019 Moodie Awards
- Cork Chamber Digital Marketing Awards – 2018 Digital Marketing Champion
- Best in the world for B2B Marketing in under 4 million category – Routes World 2018
- Highly commended at the World Routes marketing Awards (2015 & 2016)

**ii) Capital improvement experience: Provide evidence demonstrating experience in delivering meaningful capital improvement programs on time and within budget, including descriptions of the nature and size of specific projects similar in nature to what will be undertaken at the Airport. Specifically, the Teams should highlight their experience and qualifications with respect to delivering cost savings, if any, on originally budgeted total expense of these capital improvement programs.**

daa have a long-standing tradition of planning, developing and managing our capital investment programmes in-house through our on-site technical services team in Asset Management & Development (amd). The team consists of 160+ project professionals with specific aviation related construction experience. The team is experienced in delivery of capital projects from inception with our in-house master planning team to project realisation with our development team consisting of Project Managers, Architects, Engineers & Site Managers.

The services & expertise offered by daa have also been commissioned by other aviation related bodies over the years and the team has global experience in a wide range of specific aviation related construction projects. For example, projects for other UK airports such as Luton Airport control tower,

fit-out projects at Dublin, London and New York JFK for Aer Lingus, Retail projects in across Continental Europe, Europe and The Americas for Aer Rianta International (part of daa Group).

The amd team are also supported on project delivery with a number of other key resources within the business, such as dedicated procurement resources, Operational interface resources and ORAT (Operational Transition & Airport Transition) team with the responsibility for delivering a seamless transition from construction to operation.

daa have successfully delivered a successful series of Capital Programmes since 2006 including a new Terminal with capacity for 13mppa (2010) and a New 3.1km Code E Runway (Ongoing).

The Terminal 2 Project was delivered within the regulated budget and was opened on-time in November 2010 following a 6-month intensive ORAT and soft launch trial period. The critical success factor for Terminal 2 was the seamless transition to operation. This was a huge point of concern following the difficulties that Heathrow encountered with their Terminal 5 opening so it was very important that we considered Heathrow's lessons learned and it was well managed at Dublin.

In the 5 years after the opening of Terminal 2 the economy was in recession and a smaller capital programme was instigated with a primary focus on statutory compliance, maintaining existing assets and maintaining a high-quality level of service for our passengers.

The Current CIP 15-19 has seen a move back into capacity development projects and we have delivered a significant number of large infrastructure within extremely tight timelines to facilitate our unprecedented growth since 2010 from 18mppa to almost 32mppa in 2018. These projects include a structural overlay of the existing runway, Pier extensions, Transfer passenger facilities, CBP expansions and new aircraft stands. It was critical to deliver these projects and programmes within the regulated capex allowance and to hand them over for operation on-time to allow continued growth of the airport.

The New northern runway is currently being constructed on-site and is being projected to be delivered ahead of schedule having previously delivered a significant saving on the original budget.

We are in the process of finalising the budgets for the next regulatory period, but it is likely to be our largest yet with the Commission for Aviation Regulation and airlines fully support a capital investment of c. €2bn over the next 5 years.

Regulated Capital Investment Programmes (CIP) over the years: (delivered by daa Group Asset Management & Development Department)

CIP 2006 – 2009 – €1.2bn	CIP 2010 – 2014 (T2 Programme) - €255m	CIP 2015-2019 - €650m	Supplementary Capex Programme due to rapid growth €269m	CIP 2020 – 2024 – c. €2.0bn (To be confirmed)
<ul style="list-style-type: none"> <li>• New Terminal 2</li> <li>• New Pier 4</li> <li>• CBP Area (Customs &amp; Border Protection)</li> <li>• Check-in area 14</li> <li>• New Pier 1</li> <li>• Terminal 1 Extension (T1X)</li> <li>• Significant capital maintenance programme – Airfield, Terminals &amp; Campus</li> </ul>	<ul style="list-style-type: none"> <li>• HBS Standard 2 upgrade</li> <li>• T1 centralised security</li> <li>• Campus roads upgrade</li> <li>• Multi-Story carpark</li> <li>• Significant capital maintenance programme – Airfield, Terminals &amp; Campus</li> </ul>	<ul style="list-style-type: none"> <li>• New Northern Runway (Ongoing)</li> <li>• Capacity development programme (Terminal 2 Transfer Facility, Pier 2 Segregation &amp; others)</li> <li>• Multi-Story carparks</li> <li>• Runway 10-28 structural overlayNew aircraft stands</li> <li>• Apron rehabilitation programme</li> <li>• Terminal 1 refurbishment programme (Including major retail upgrade)</li> <li>• Significant capital maintenance programme – Airfield, Terminals &amp; Campus</li> </ul>	<ul style="list-style-type: none"> <li>• South Gates (Remote boarding gate facility)</li> <li>• Pier 1 extension (4 additional gates)</li> <li>• Runway 16-34 structural overlay</li> <li>• Apron &amp; stands</li> </ul>	<ul style="list-style-type: none"> <li>• Hold Baggage Screening Upgrade</li> <li>• New Apron &amp; Stands</li> <li>• New Pier 5</li> <li>• New Pier 1 East</li> <li>• Terminal 1 remodelling &amp; life extension</li> <li>• Multi-Story carparks</li> </ul>



**iii) Customer Service: Demonstrate commitment to achieving the highest standards of customer service and satisfaction. Specifically, the Teams should highlight their experience and qualifications in the following areas:**

**1) Maintaining productive ongoing relationships with government entities, similar to the relationship that the winning Respondent will have with the City**

daa as a commercial semi-state organisation maintains on-going dialogue with its shareholders (the Minister for Transport & the Minister for Public Expenditure & Reform) on strategic issues and matters of importance. This is achieved through the Chairman, CEO and senior executives who have regular contact with senior Government officials and formal reporting by the Chairman to the Minister on key business issues and financial performance. In addition, daa also engages with government entities across other business areas e.g. in relation to planning and health & safety. Formal scheduled briefings are combined with open dialogue and close working relationships.

**Case Study Focus – Dublin Airport Runway Project**



*Pictured left to right: An Taoiseach, Leo Varadkar TD; Dalton Philips, CEO daa; Shane Ross TD, Minister for Tourism, Transport and Sport.*

*'The delivery of North Runway is a key recommendation of the Government's National Aviation Policy, as it will significantly expand connectivity at Dublin Airport and also enable it to continue to grow as a gateway between Europe and North America.' North Runway will support the creation of 31,200 new Irish jobs and €2.2 billion in additional economic activity by 2043, according to daa.*

*'Dublin Airport is our main gateway to the world and is crucial for Irish tourism, business and trade,' An Taoiseach (Prime Minister of Ireland) continued, 'This new runway is part of the Government's €116 billion Project Ireland 2040 plan to modernise our infrastructure, remove bottlenecks and enable future growth. Connectivity is one of the principles behind Project Ireland, linking Ireland to the world and all parts of Ireland to each other.'*



## Dublin Airport's Economic Impact

- » **Contributes to the employment of 117,300 people in the Republic of Ireland\***
- » **Direct employment at Dublin Airport of 19,200 jobs**
- » **A €8.3 billion or 3.1% contribution to National GDP**
- » **The 11th Largest Airport in the European Union**
- » **Critical to the economic development of Ireland, including trade, tourism, FDI and business location decisions**

\*direct, indirect and wider impact employment

As part of the North Runway project, daa committed to establishing a formal Community Fund for local communities. Taking this commitment into consideration and building on decades of previous investment in local initiatives, the Dublin Airport Community Fund was launched in June 2017. The Fund will invest €400,000 per year over the next 25 years in local projects focussed on areas such as; environment and sustainability, sports and recreation, social inclusion and community development, health and wellbeing, and culture and heritage.

### 2) Providing excellent customer service to the traveling public

In all of its airports and retail operations daa Group prides itself in providing exceptional passenger experience. This was recently recognised when Cork Airport was awarded the 2019 Best Airport accolade by ACI Europe and Dublin Airport was a shortlisted finalist for the Best Airport award in its peer group category having won the ACI Overall Passenger Satisfaction award.

daa thrives on data and using passenger research to inform all decisions and drive our passenger improvement programmes. Over 16,000 surveys are conducted annually to better understand our passengers. Knowing our passengers allows us to segment and focus on distinct passenger groups. Creating and developing facilities and products to meet their specific needs. An example of a Passenger Insights Infographic has been included in the Appendix.

daa is also firmly committed to making all its airports accessible for all passengers. Working with accessibility agencies and passenger groups, daa has introduced initiatives to make travelling as easy and comfortable as possible for all passengers. Some initiatives from Cork specifically are detailed below.

- ✓ Introduction of Hidden Disability Lanyard, helping staff identify passengers in need of assistance (2018)
- ✓ Ireland's first major travel hub to implement new invisible disabilities' signage for accessible toilets (2018)
- ✓ Building on our existing autism initiatives with autism-specific books for children travelling through the airport (2018)
- ✓ Disabled parking permit holders have access to the short term car park at long term rates.



In T5, KKKIA daa International has been working closely with all stakeholder to introduce KPIs and standards for the provision of Passengers with Reduced Mobility (PRM) services across the entire airport. Additionally, daa International designed and delivered bespoke PRM awareness training for staff in 5, the primary ground-handler SGS and the security services providing passenger screening. For further details regarding initiatives at Dublin Airport please refer to <https://www.dublinairport.com/at-the-airport/help-and-support>

### 3) Delivering safe and efficient operating conditions at airports, particularly those at airports

daa Group is committed to providing a safe environment and safe facilities, both for those who work at the airports and for all those who visit our airports. We ensure that all our activities uphold the highest level of safety performance and meet national and international standards.

#### daa's commitment is to:

- Embed a safety culture in all occupational, operational and aviation related activities
- Promote a just culture and open reporting of safety incidents
- Minimise the risks associated with aircraft and aerodrome operations to a point that is as low as reasonably practicable
- Ensure that any systems and services we procure meet appropriate safety standards
- Comply with and, wherever possible, exceed legislative and regulatory requirements and standards in relation to safety
- Actively develop and improve our safety processes to best in class standards
- Ensure that all staff are provided with adequate and appropriate safety information and training in order to implement our safety strategy and policy
- Set meaningful and sustainable safety objectives and targets, and measure our performance
- Continually improve our safety performance through safety audits and inspections and ensure that appropriate action is taken to address issues identified

#### daa achieves ISO 45001:2018 – One of the first airports globally

We have become one of the first companies in Ireland – and one of the first airports globally - to receive Occupational Health and Safety Management System certification under the new ISO 45001:2018

standard. The implementation of an occupational health and safety management system is a significant strategic and operational decision for a company.

As an accredited ISO 50001 organisation, we place a heavy focus on reducing energy consumption. Dublin Airport is committed to optimising energy consumption and reducing carbon emissions by annually reducing energy consumption by a minimum of 1.5% year on year to meet the National Energy Efficiency Plan requirements.

#### **4) Maintaining active public relations functions targeted at travellers, taxpayers and airport tenants**

daa recognises the importance of regular communication with key stakeholders and prides itself in proactively engaging with all airport stakeholders, user and the general public.

In terms of frequency and interactions with travellers, daa uses its award-winning social media platforms. Dublin Airport has now won a total of 10 awards for its social media accounts, the content for which is created by a small, in-house team. In addition, passenger surveys, frontline engagement and customer service all form part of traveller interactions.

With regard to community engagement, the airport is a neighbour to many communities, many of whom the airport depends on to operate the airport on a daily basis not just for daa, but also for all of the other businesses that are based here and depend on the airport.

daa is deeply rooted and are very involved with local schools and community groups and projects in the airports' hinterlands and have close associations with all neighbouring communities. daa is committed to being a responsible airport operator and to being a good neighbour. We have a long-standing track record of working and engaging with our local communities which we achieve through a variety of activities such as our community fund, educational and school programmes and dedicated engagement forums. daa's policy to promote positive development in education, literacy, sports and the arts in our local community has always been part of the culture of Dublin and Cork Airports. daa International has also brought this ethos to its airport operation in T5, KKIA.

Some key statistics regarding community engagement:

- Dublin Airport's community newsletter Your Airport is published twice yearly in June and December and is distributed to over 34,000 homes in North Dublin
- The airport's €10 million Community Fund was launched in 2017 with an annual investment of €400,000 over 25 years. Support is focussed on areas such as: environment and sustainability, sports and recreation, social inclusion and community development, health and well-being, and culture and heritage.
- Dublin Airport Stakeholders Forum was established in 2004 to ensure that all stakeholders for Dublin Airport could meet in a non-adversarial and information exchanging format and seek to have consensus, wherever possible, on the ongoing development of Dublin Airport. Working groups focus on the matters of business that are of ongoing concern, such as:
  - Noise Monitoring
  - Flood risk Monitoring
  - Air Quality Monitoring
  - Physical Development Monitoring

- daa is partners with Dublin Community Games Athletics Finals since 2011. Today Dublin Community Games has 20,000 children in 60 community areas across the county.
- daa's education programme is designed to positively impact the lives of young people in locals schools through partnerships with Junior Achievement Ireland and Business in the Community (BITC) Schools Partnership.
- daa hosts six 'Drop-In-Clinics' a year at various local community venues. The purpose of the clinics is to provide an opportunity for local residents to raise any queries regarding current operations and planned projects at Dublin Airport.
- In Riyadh, daa International has partnered with several universities, including Princess Noura Women's University to host work placements and participate in practicum projects.
- daa International, in conjunction with Princess Noura University founded and continues to support the annual "Women in Aviation, KSA" initiative. This is an industry-wide network that meets regularly to support and encourage Saudi women into the sector.

daa has replaced the traditional concept of a 'landlord' and 'tenant' and now follows a partnership approach. Therefore, all businesses operating at daa's airports are seen as airport partners. daa works closely with its airport partners to share information and build mutually sustainable and successful businesses. To further develop and enhance its relationships with all stakeholders and Dublin Airport, daa has introduced Dub+ <https://www.dublinairport.com/b2b/dub-plus>. The concept of Dub+ is that daa 'goes beyond' for its airport partners, bringing the best people together from trade and industry, stakeholders and influencers and leaders in other fields in service of our airline and partners' objectives. We continually advocate for the airport and its partners, ensuring their key role in driving the economy is understood. We also work hard to establish our airline's profile, leveraging our wealth of contacts from embassies, chambers, media, travel trade and the wider aviation industry.

daa strives to develop Long-term Partnerships through its:

- Partner marketing programme provides the right level of support tailored to individual airline needs – from light touch advice to end to end involvement in marketing design, production, activation, evaluating and reporting.
- The annual DUB+ partner Marketing Exchange event exemplifies our deep commitment to delivering excellence in marketing. Playing host to all airline partners and leading thinkers in trade, industry and agencies, discussing topics of relevance, share expertise and experience and connect with one another.

#### DUB+ Partner Marketing Exchange Feedback

"My key highlight was how we can work with Dublin Airport for the partnership and extract maximum value. Learnt a lot of valuable insights, great networking" **Paul Cruttenden – Cathay Pacific**

"Thank you so very much for a great DUB Plus event on Thursday. I always really enjoy them, it is so insightful and well organised." **Helen Fyfe - Lufthansa**

"DUB+ has a huge value and expertise to offer airlines for shared goals" **Padgett Johnson – Qatar Airways**



**iv) Safety and Security: Demonstrate ability to address and resolve safety and security issues. Specifically, the Teams should highlight their experience and qualifications in the following areas:**

**1) Knowledge of airport safety and security management and methodologies, including TSA security plan approval process**

Dublin and Cork Airports take a threat and risk-based approach to security management, supported with appropriate organisational structures, processes, procedures and protocols to ensure that they are effectively implemented by suitably qualified and trained personnel, and that robust quality control and assurance programmes are in place to monitor performance.

We maintain comprehensive contingency and crisis management plans which are activated if a security incident or event occurs. Our contingency and crisis planning links into business continuity management and emergency service response activities.

**daa's commitment is to:**

- Maintain and implement airport security programmes to comply with and, whenever possible, exceed legislative and regulatory requirements and standards in relation to aviation security
- Develop and embed a deep-rooted security culture
- Promote a just culture and open reporting of all security incidents and occurrences
- Agree, document and communicate responsibilities in relation to security
- Minimise the risks associated with aerodrome security to a point that is as low as reasonably practicable
- Identify and provide the necessary equipment and resources to support the security management system
- Ensure that all staff are provided with adequate and appropriate security information and training to implement our security strategy and policy
- Continually improve our security performance through security audits and inspections
- Design our facilities to be secure and compliant with all legislation and requirements
- Undertake periodic reviews of our security policies and priorities to ensure they remain aligned with our overall security requirements
- Conduct continuous improvements of our Security Management System (SeMS) through ongoing evaluation of all aspects of security provision

**2) Experience in emergency response support**

daa International draws on the wider daa group to develop and maintain international standards and best practice in emergency response. This group expertise translates into robust emergency response and business continuity capabilities at Terminal 5 at King Khalid International Airport in Riyadh. daa International act as the primary responder to emergencies in Terminal 5, working with the wider KKIA operations response teams, civil defence authorities, control authorities, military, and the regulator to ensure the safety and security of both passengers and staff in the terminal. The Operations team respond to any emergency incident in the terminal, carry out risk assessments, agree a tactical response with key stakeholders, and implement emergency response activities and business continuity plans; all with a commitment to return the terminal to normal business operations as soon as possible. In Riyadh, the terminal Operations team have responded to a variety of airport emergencies including power and communication loses, extreme weather including sandstorms, missile attacks, security threats, and fire incidents. daa International have also provided additional specialist support and consultancy on emergency response and business continuity to Riyadh Airports Company as part of the management contract.



The daa Group is an international leader in best practice in emergency response and business continuity. Dublin and Cork maintain a current aerodrome licence, which includes adhering to ICAO Annex 14 standards for emergency planning. Both Dublin and Cork airports have led response to significant incidents such as extreme weather events (Storm Emma) and Manx2 Flight 7100 crash (Cork Airport) and subsequent disruptions. daa maintains a dedicated business continuity team which takes lead responsibility for all incidents on the airport as well as developing and maintaining the Airport Emergency Plan (AEP) and all associated standards and guidance. This involves working closely with the all control authorities and emergency responders, airlines, ground handlers, air traffic control, border & customs authorities, and local stakeholders to ensure a coordinated response to emergencies. Key responsibilities for the airport include running the response and management of aircraft accidents, security threats, civil disobedience, extreme weather events, and national emergencies. daa are responsible for both the Airport Police and the Fire Service at both Dublin and Cork airports; both of which have been recognised for their response to emergencies and incident at the airports.

daa maintains strong relationships with other airports and international forums and working groups to ensure that global best practice is disseminated across the group, and that there is a continued focus on improving business continuity activities and emergency response in all areas of the business.

### **3) Background in relevant traffic engineering standards, specifications, policies, practices, and processes**

daa plc is certified to ISO 45001:2018 (one of first airports to achieve this standard in October 2018).

daa decided to implement the provisions of ISO 45001:2018 and conform to this standard as part of its ongoing process of continuous improvement of daa's safety management system which commits to providing a safe and healthy workplace and preventing work-related injury and ill health. The implementation of an OH&S management system is a significant strategic and operational decision for an organization. The success of which depends on leadership, commitment and participation from all levels and functions of the organisation. We are uniquely positioned as an airport authority in that safety management is a key business priority. The safety management system in daa is founded on the concept of Plan-Do-Check-Act cycle (PDCA). The PDCA concept is an iterative process and is transposed through our Safety Management System and Safety Statement into four safety pillars namely: Safety Policy and Objectives, Safety Risk Management, Safety Assurance and Safety Promotion.

daa is responsible for the management and maintenance of all roads and landside facilities within Dublin and Cork Airport campuses. Dublin Airport is the largest transport hub in Ireland and home to the largest taxi rank and car-park in the country. Dublin Airport sees over 1,500 local, urban, national and coach movements daily.

### **4) Environmental management expertise**

The daa Group and its associated airports has, and is continuing to, implement an advanced environmental and sustainability strategy. The strategy covers the following key areas;

#### **Energy & Carbon**

As an accredited ISO 50001 organisation, there is a consistent focus on reducing energy consumption. This is achieved through choosing energy efficient upgrades for maintenance and replacement programmes and by influencing the design of new infrastructure. The implementation of Near Zero Energy Buildings (NZEB) regulations and energy consumption targets will continue to drive ongoing delivery of increasingly sustainable infrastructure as part of the daa's wider sustainability within capital

development. Both Dublin and Cork airports participate in Airports Council International's Airport Carbon Accreditation (ACI ACA) programme, a voluntary scheme developed by airports to map and measure the impact of airport-controlled activities in terms of greenhouse gas emissions.

#### Water

Reducing water consumption is a priority for the daa Group. Reductions were achieved in Dublin Airport by implementing more efficient operational and control equipment at the reservoir, as well as improved leak detection. At daa airports, there is an extensive network of pre-treatment infrastructure such as fuel interceptors to capture contaminants in the event of a spill as surface water from the apron is continually assessed and monitored. Through a number of initiatives Cork Airport has reduced its water consumption by 21% over the last five years.

#### Waste

Waste reduction is a key focus of the daa Group, and we are driving a push for Dublin Airport's 'Zero Waste to Landfill' certification is a key part of the waste management policy at the airport. The airport's offer guidance for, and regular engagement with, food and beverage operators and concessionaires in relation to waste segregation and recycling.

#### Air Quality

Dublin and Cork airports undertake voluntary ambient air quality monitoring programmes. Results from air quality monitoring at both airports indicate good air quality with concentrations of the main transport related parameters well below the national ambient air quality standards (Air Quality Standards Regulations 2011).

#### Noise

The daa Group is committed to Noise management and the group's airports are monitored under the 'Balanced Approach'. The Balanced Approach was developed by the International Civil Aviation Organisation (ICAO) to facilitate airport development and expansion in a way that minimises, as far as practicable, the noise impact of that expansion, whilst also recognising the strategic importance of airports development.

New sustainability principles have also been introduced in the area of Procurement to assist in the procurement of materials with the lowest possible environmental impact with the initial focus on food and beverage, construction, energy infrastructure, equipment and vehicle procurement. We recognise that the implementation of a clear and effective sustainability programme supports daa's 'build for our future', a key priority in the Group's long-term strategic plan.

## **5. Financial Capability: Address the following areas**

**a) Ability to Raise equity and Debt Financing: Provide specific evidence demonstrating proven ability to raise financing for a project of this nature and scope. Responses should include the following descriptions:**

- i) A summary description of how the Respondent intends to finance this transaction, including proposed structuring, sources of funds, lending relationships etc.**
- ii) A description and identification of equity ownership and arrangements, including upstream relationships to any financially responsible entities**

**Specific factors that will be assessed included:**

- 1. Adequacy and availability of liquid equity**
- 2. Debt, capitalisation and credit worthiness**
- 3. Demands from other projects/investments**
- 4. Track record of raising equity and debt for infrastructure projects of this size, including but not limited to, the number and size of past relevant transactions and references to specific experiences on past transactions**
- 5. Size of project sponsor equity requirement in relation to past financings**

daa plc, 100% State owned entity, rated A-/Stable by S&P Global Ratings. daa plc maintains a strong balance sheet with cash of €361m and leverage of 1.5x EBITDA – see 2018 financial accounts located at [https://fr.zone-secure.net/5521/.daa\\_Annual\\_report\\_2018/#page=1](https://fr.zone-secure.net/5521/.daa_Annual_report_2018/#page=1)

daa Successfully built and financed several large-scale projects at Dublin and Cork airports

- Cork Terminal development – cost c. €200m – secured a €115m EIB loan in 2003
- Terminal 1 extension, pier developments and associated infrastructure – cost c. €400m – secured a €200m EIB loan in 2008
- Terminal 2 and associated infrastructure – cost c. €1.3bn – raised a €500m bank facility & issued a €600m Eurobond in 2008 and secured a €260m EIB loan in 2009
- Refinanced the €600m Eurobond in 2016 – issued a €400m Eurobond and repaid €600m when due in 2018
- In the process of completing number of projects at Dublin Airport – secured a €350m EIB facility - <https://www.eib.org/en/projects/pipelines/all/20130520>

daa plc maintains a €300m committed bank facility for a liquidity perspective – this is provided by six international relationship banks

The above statements are evidenced and supported by daa Group audited financial statements, which can be found at <https://www.daa.ie/media-centre/annual-reports/>

## 6 Contacts and Advisors

- a) **Contact person:** Provide a single contact person for all future communication between the City, its Lead Financial Advisors and the Team. Please identify the contact person's name, title, organisation, address, telephone numbers, mobile number, fax number and email address

Contact Name	Sarah Flynn
Title	SVP Delivery & Marketing
Organisation	daa International
Address	daa International, Cloghran House, Dublin Airport, Ireland
Telephone Number	+353 9449575
	+353 876734932
Fax Number	
Email Address	sflynn@daai.ie

- b) **Expected advisors:** Identify the companies and individuals who are expected to act as legal, financial, technical and other advisors for the Team

daa International has an existing law firm and financial advisors with offices in St Louis that represents us in other matters. Neither of these firms believe they have any conflict but need a little more time to look into all relationships to confirm this. If daa International is qualified it will make rapid, full and wholesome declaration confirming the names of its legal and financial advisors and that neither company has a conflict of interest.

**7. Disclosure of Conflicts: Each Team member and advisors number disclose any associations, current or prior dealings, relationships and/or existing contracts with...**

The following airlines fly to both Dublin Airport and St. Louis Lambert although there are no direct flights between the two cities. The airlines and their destinations from Dublin Airport are listed below:

	<ul style="list-style-type: none"><li>• Newark</li><li>• Chicago</li><li>• Washington-Dulles</li></ul>
	<ul style="list-style-type: none"><li>• Dallas</li><li>• Charlotte-Douglass</li><li>• Chicago</li><li>• Philadelphia</li></ul>
	<ul style="list-style-type: none"><li>• Boston</li><li>• New York JFK</li><li>• Atlanta</li></ul>

As explained in response to Section 4. (a)(4), both Dublin and Cork Airport offer incentive schemes and marketing support to airlines, based on transparent, objective and published evaluation criteria. American are currently in receipt of marketing support for their new route to Dallas.

Ricondo is involved with the Dublin Airport Masterplan. However, they have no involvement with this Transaction.

Please find completed "Appendix A: Conflict of Interest Policy" included in the Appendices, entitled "Document 1."



**8. Comparable Projects:** To the extent not otherwise part of previous sections, please provide a list and detailed description of similar or comparable projects in which Team members have participated. Respondents should specify how these comparable projects relate to the proposed Agreement. This list can be included as an appendix if so desired.

Project	Type	Synopsis	Status	Region
Consultancy for [REDACTED] bidding Consortium	<b>Operational &amp; Technical Consultancy</b>	Advising a bidding consortium as to operational and technical aspects of the consortium's proposed design and development programme	<b>Active</b> (since Q3 2019)	Europe
Providing Operational Consultancy in partnership with [REDACTED] for [REDACTED] terminal Operational Flow	<b>Operational Consultancy</b>	Supporting [REDACTED] in providing consultancy to [REDACTED] for assessing operational requirements during the Hajj period across GACAs primary airports	<b>Active</b> (since Q3 2019)	Middle East
Developed and implemented an Airline CRM programme for [REDACTED]	<b>Technical Consultancy</b>	Developed and implemented a bespoke airline CRM programme for the [REDACTED] to support operational monitoring and KPI management with [REDACTED] airline partners	<b>Active</b> (since Q1 2019)	Middle East
Providing Operational Consultancy in partnership with [REDACTED] for [REDACTED] for terminal Operational Flow	<b>Operational Consultancy</b>	Supporting [REDACTED] in providing consultancy to [REDACTED] for assessing operational requirements [REDACTED] [REDACTED]	<b>Active</b> (since Q3 2019)	Middle East
[REDACTED] bid for regional Airports in	<b>Technical Consultancy</b>	Providing feasibility reports and operational & technical advisory for the structure and mechanism for the take-over of a number of regional airports in [REDACTED] Progressing to proposal development.	<b>Active</b> (since Q1 2019)	SE Asia
Aboitiz Group Concession of Philippine Regional Airports	<b>Operational &amp; Technical Consultancy</b>	Providing consultancy for the final stages of concession negotiations with Philippine government. Upon commencement of concession, daa Intl will become the Aboitiz Group's Technical Service Provider for the O&M Management programme for the group's regional airports (likely to be 4-7 regional airports by 2022)	<b>Active</b> (since Q3 2018)	SE Asia

Develop and run the RAC 'Future Leaders' Training Programme	<b>Training &amp; Development</b>	Developed from the group up the 'Future Leaders' Programme for the Riyadh Airports Company. Progressed to deliver the programme and share the experiences of the daa group	<b>Active</b> (since Q1 2018)	Middle East
Riyadh T5 O&M Management Contract	<b>Management Contract</b>	Operational and Maintenance Management Contract for T5 in King Khalid Airport Riyadh. Successfully developed the Terminal to best in country standards and will oversee its transition from domestic to international terminal in 2020	<b>Active</b> (since Q1 2015)	Middle East

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## **9. Acknowledgements, Confirmation and Attestations**

### **a) Acknowledgement of the City's priorities:**

daa International acknowledges the City's three priorities, stated as;

- i. Improvement of the Airport for all stakeholders, including incremental uses of the Airport's significant excess capacity
- ii. Net cash proceeds to the City, upfront and/or over time for non-Airport purposes
- iii. Community and economic development in St. Louis and across the region

### **b) Acknowledgement of Additional Requirements**

daa International acknowledges the Additional Requirements as stated in Section 9 (b) i. and Section 9 (b) ii.

### **c) Confirmations and Attestations**

- i. daa International confirms that it does not and will not have an exclusive relationship with a lender related to this transaction
- ii. Please find signed document, as per Appendix A of the RFQ document included in the Appendices to this document

**10. Case number, history and summary description to include jurisdiction, involved parties and resolution or current status of any:**

**i. Criminal claims; or**

**ii. Any civil claims or litigation in excess of \$10,000,000; or**

**iii. Any civil claims or litigation having a material impact on the operations of any member of the Team; or**

**iv. Contracts under which a Disclosing party was obligated to provide goods or services having a total contract or project value in excess of \$10,000,000, and which, in the last 15 years, were terminated by the counter-part for cause against the Disclosing Party or for convenience. Provide the contract and project name (or other reference information), the parties involved, a history and summary description of the contract and the goods or services to be provided and of the circumstances of termination; or**

**v. Circumstances in the last 15 years in which a Disclosing Party, or a team in which the Disclosing Party was a participant, failed to close on a contract awarded to it, where such failure was not excused or where a bid, proposal, or closing security was surrendered or drawn upon because of such failure. Provide the project name (or other reference information), the parties involved, and a history and summary description of the project, the goods or services to be provided by the Disclosing Party, and of the circumstances of failure to close.**

None of the circumstances listed (i) – (v) in Section 10 applies to daa International

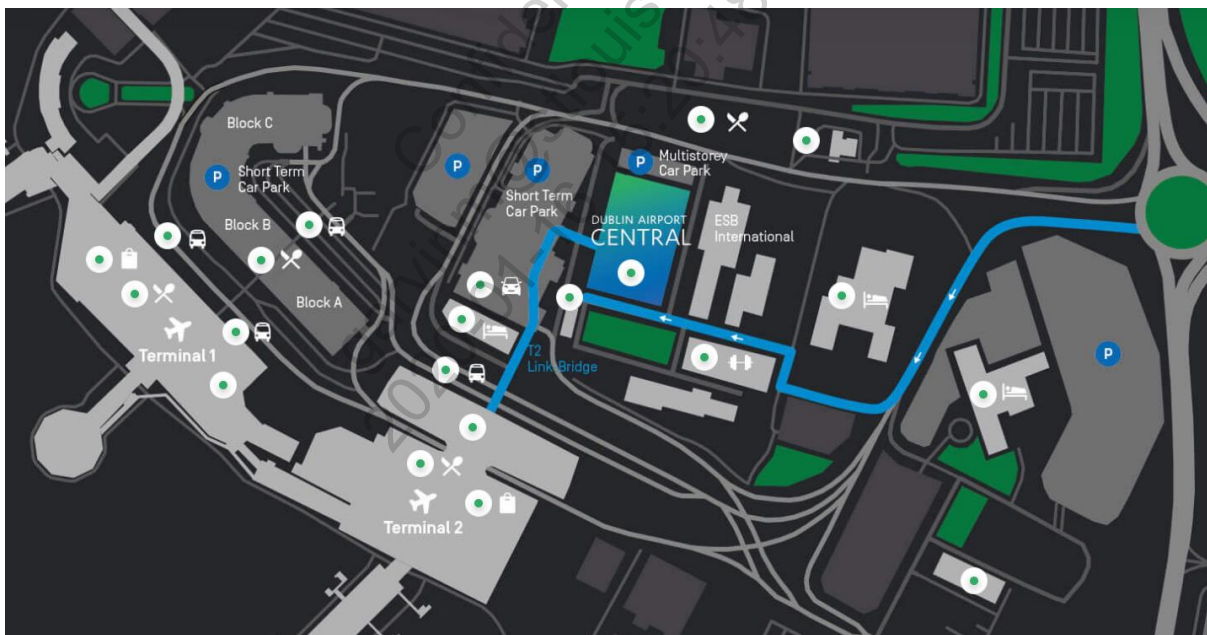
## Evaluation:

**1) Experience in managing airport(s) similar in scope, scale and complexity to St. Louis within the past seven years, including relevant examples of aeronautical and non-aeronautical improvements** daa Group has owned operated and managed Dublin and Cork Airports since their foundation in 1937 and 1961 respectively. For examples of improvements please refer to responses provided in this document.

**2) Experience in delivering material capital improvement programs for material maintenance and upkeep programs, terminal expansion, and/or new construction and the size of the capital programs managed** daa Group manages all capital improvement programmes at Dublin and Cork Airports. For examples please refer to the response provided to Section 4 ii.

**3) Successful leadership of public infrastructure transactions of greater than \$1 billion** daa Group is at the forefront of major infrastructure projects in Ireland. The CIP 2006-2009 amounted to €1.2bn (\$1.4bn) while the current CIP 2020-2024 (currently subject to confirmation through the regulatory process) is valued at c. €2bn. (\$2.3bn)

**4) Experience in developing airport or other infrastructure-adjacent real estate for airport and non-airport purposes** In addition to the development of terminal and office infrastructure, daa Group has successfully developed and launched Dublin Airport Central <https://www.dublinairportcentral.com/> located in the heart of the Dublin Airport Campus. This is a business campus development of over 41,000sqm. Two of the four buildings have been constructed and are fully let to non-aviation companies.



**5) Management of public infrastructure in a manner than serviced the objectives of stakeholders, including local constituents and infrastructure users** As described in response to Section 4 ii) Dublin Airport is an economically regulated entity and therefore all expenditure and related development is subject to rigorous scrutiny by airport users and subject to a formal consultation process. This ensures that all stakeholders' views and requirements feed into the airport's planning process and considerations.

**6) Financial information indicating success in raising equity and debt capital to support similar projects of this nature and the ability to do so for a potential St. Louis transaction** Please refer to



the response to section 5. In addition, daa International would like to reiterate its intention to partner with an investor/fund if qualified to the next stage in this process.

**7) Acknowledgements of City priorities for:**

**a. Improvement of the Airport for all stakeholders, including incremental uses of the Airport's significant excess capacity**

**b. Net cash proceeds to the City, upfront and/or over time for non-Airport purposes**

**c. Community and economic development in St. Louis and across the region**

daa International acknowledges the City priorities and believes it has relevant experience to achieve these objectives, working in partnership with the City and all airport stakeholders.

**8) Acknowledgement of City-related Commitments regarding:**

**a. MBE/WBE requirements with respect to third party contracting**

**b. Retention of current Airport employees**

**c. Lack of lender exclusivity as it relates to this transaction**

**d. Conflicts of interest Certification** Please find signed Certificate in the Appendices to this document

**e. Defeasance of all outstanding Airport debt**

daa International acknowledges all City-related Commitments listed in the RFQ document issued October 4, 2019.

## List of Appendices

Document Title	Description
Document 1	Signed Appendix A: Conflict of Interest Policy
Document 2	Connect – North Runway Supplement September 2019 This is an example of the type of pro-active engagement we have with our local communities
Document 3	Passenger Insights Infographic This is an example of the insights gleaned through our extensive passenger research programme.

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