

# St. Louis Lambert International Airport

— Introduction to PSP Investments, AviAlliance,  
Merrick and USAA Real Estate

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Private & Confidential

PSP AVIALLIANCE



# Introduction

## — Who We Are



Canadian pension fund investing on behalf of the military, federal employees and the Royal Canadian Mounted Police

**AAA-rated with C\$168 billion of AuM**



Founded in 1997, AviAlliance is one of the pioneers of airport privatization, in 3 of our 5 airports we partner with city and federal governments as major co-shareholders

AviAlliance manages ownership stakes in Athens, Budapest, Dusseldorf, Hamburg and **San Juan** airports



USAA Real Estate is a wholly-owned subsidiary of USAA, one of America's leading financial services providers to members of the U.S. military community

**~53,000 USAA members live in the City of St. Louis, ~89,000 members live in the County of St. Louis and >500,000 members live in the State of Missouri**



Merrick Capital Management is a Minority and Women-Owned Business Enterprise (MWBE) investment management platform focused on infrastructure investing in the U.S.

Our Investment Philosophy: **Partner. Invest. Build. Grow.**

# We are listening

- Build strong partnerships with all stakeholders in the St. Louis Region to build a win-win #MadeInSTL plan

## STL's Ongoing Vision

### A Place to Visit

 @RACStLouis

"11.7+ million attendees ...go to arts and culture events in #STL annually. Many are visitors and need hotels & restaurants, driving revenue, stimulating our #economy, and bringing positive attention to the area. #ArtsMO"

### An Innovation Hub

 @LydaKrewson

"#STL continues to grow as an innovation hub with the first-ever @STLStartupWeek!..."

### A Growing & Inclusive Community

 @STLRegChamber

"We're thrilled to have @vp1300 representing @stldiversity tonight @VentureCafeSTL. These leaders represent some of the great work happening to make #STL a more diverse and inclusive region."

## Lambert P3 Concerns



A word cloud of concerns related to the Lambert P3 proposal. The words are arranged in a circular pattern, with 'Community Engagement' and 'Accountability' being the most prominent. Other words include 'Short-Term', 'Prices', 'Profit', 'Jobs', 'Services', 'Improvement', 'Safety', 'Cuts', 'Governance', 'Performance', 'Security', and 'Development'.

**We will continue to listen attentively and will address these considerations in our proposal**

# Our Commitment

Position STL-Lambert as the keystone for a vibrant, diverse and growing St. Louis Region

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- A stylized graphic featuring the Gateway Arch and the St. Louis skyline. The Arch is a large, dark blue outline that dominates the center of the slide. Below it, the skyline is represented by several dark blue outlines of buildings of varying heights. The background is a light gray, and the entire graphic is set against a white background.
- 1** We are long-term investors. We will build strong partnerships with local communities and local businesses
  - 2** We will partner with airlines to grow passenger traffic and enhance connectivity for local residents and businesses
  - 3** We will invest in STL-Lambert, improve facilities, support small-businesses and MWBEs, and develop real estate
  - 4** We will invest in people - To support a growing and improved STL-Lambert we will invest to create more jobs, as well as continually invest in training/skills of airport employees.

## Foundation of our Approach

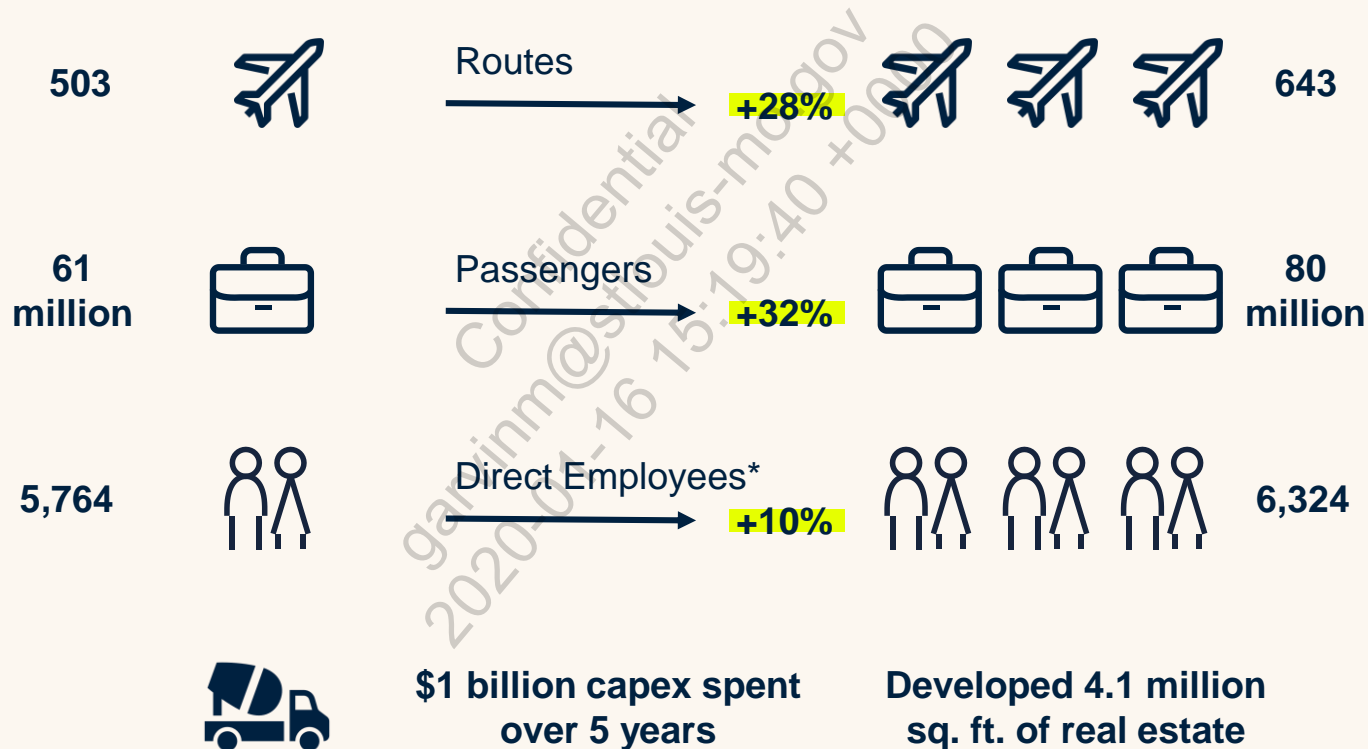
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# Organized to Deliver Value

Principal Focus Areas	Airport Operations	Real Estate Development	Stakeholder Integration	Design & Construction	Commercial Planning
	✓	✓	✓	✓	✓
		✓	✓	✓	✓
		✓	✓	✓	✓
Other Complementary Partners	We will add local partners (advisors, commercial, equity, etc.)				

# Our Track Record 2014-2018

Athens, Budapest, Dusseldorf and Hamburg Airports\*



# What do we Deliver?



## Hurricane Restoration at San Juan Airport

In addition to strategic initiatives set out at acquisition, AviAlliance led the Hurricane Restoration including managing construction contracts and insurance claims



## SkyCourt at Budapest Airport

65,000 sq. ft. passenger hall with over 50 shops, bars and restaurants



## Business Park at Dusseldorf Airport

Real estate development on approx. 2.5 million sq. ft. of land



## Route Development at Athens Airport

Partnership with the Greek Tourism Board, Athens City and Aegean Airlines for regional promotion driving 59% passenger growth over the past 5 years



# Our Real Estate Experience



- Over \$9 billion of projects developed in the last 10 years
- 3 industrial warehouse distribution centers in St. Louis including one adjacent to the airport
- 20 Schnucks-anchored retail centers in the St. Louis MSA



- Real estate investment manager with experience in investing on behalf of institutional investors in retail, residential and office real estate in the U.S.
- Long-term relationship with USAA Real Estate



- Over C\$23 billion of real estate assets, over 40% invested in the U.S. in office, industrial, mixed-use, retail and residential
- Partnered with USAA Real Estate since 2015 focusing on industrial real estate opportunities



# Community Partnership



Events and initiatives our airports organize on a recurring basis:

- Cultural days promoting local tourism
- Local youth start-up and small business innovation events
- Youth employability program offering 100+ internships



Dedicated CSR program with a national focus on the military community, and a local focus on poverty alleviation

- \$2 million pledge to fight veteran homelessness in San Antonio



Developing Minority Communities:

- MCM principals have achieved >50% MWBE contracting and labor participation in the markets that they have invested in

Founding a Commercial Real Estate Education Program:

- Founded the first national CRE high school education program for students of color (benefiting 1,500 students in 5 years)

# Our Areas of Immediate Focus



**Partner with the community**



**Invest in the workforce**



**Spend to improve facilities**



**Enhance the commercial offering**



**Collaborate with the airlines to expand routes**



**Work with local tourism boards and small businesses**



**Real estate development**

**Thank you**