

NOTICE: The data on pages of this proposal identified by an asterisk (*) contains technical or financial information constituting trade secrets. The proposer requests that such information be used only for the evaluation of the proposal, but understands that any disclosure will be limited to the extent that the City considers proper under the law. If the City enters into an agreement with this proposer, the City shall have the right to use or disclose such information as provided in the agreement, unless otherwise obligated by law.

RFQ RESPONDENT INTERVIEW

St. Louis Lambert International Airport Public Private Partnership

November 26, 2019

Vantage Airport Group Ltd. and
Corsair-Vantage Investment Partners L.P.

VANTAGE
AIRPORT GROUP

AGENDA

Introductions

Airport Management Experience

Financial Capability

Driving Value at STL (including Capex and PFCs)

Organized for Success in the STL Process

ATTENDEES



George Casey



Marie-Liesse Marc



Sammy Patel



Patrick Heck



Derek Thielmann



Hari Rajan



Tony Uccellini



Eric Richards

TEAM OVERVIEW



- ✓ Experience in 31 airports across 12 countries and 4 continents
- ✓ 20 airports transitioned from public to private operations
- ✓ Through People, Place, and Performance, we make communities better

CORSAIR CAPITAL

- ✓ 28+ year track record in asset management
- ✓ \$7.6B total AUM; \$3.1B of infrastructure AUM
- ✓ Sponsor of Corsair-Vantage Investment Partners, the 100% owner of Vantage Airport Group

SELECT ADVISORS

Morgan Stanley

O'Melveny

InterVISTAS
a company of Royal HaskoningDHV

W J ADVISORS
AVIATION MANAGEMENT
CONSULTANTS

P R A G M A
KIN+CARTA

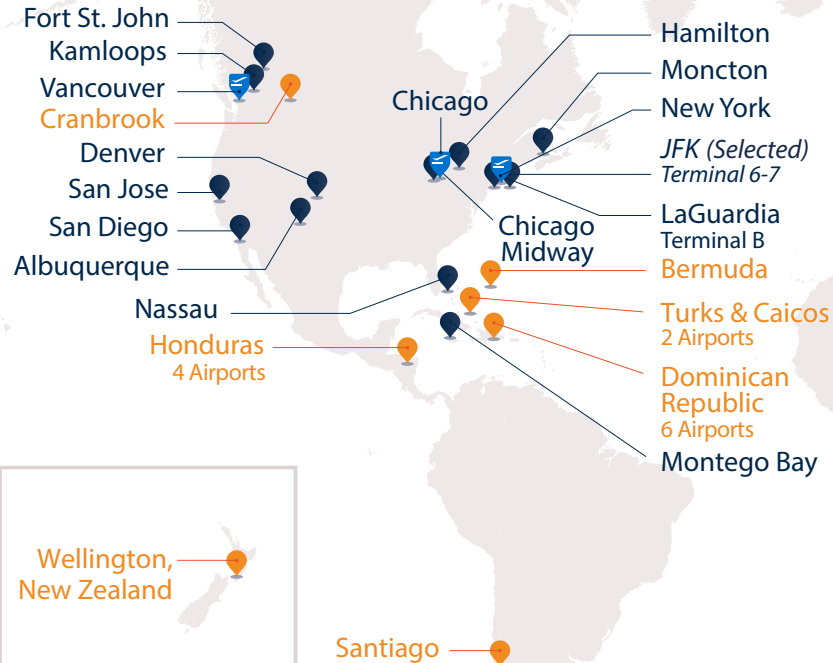
Logistics
CAPITAL & STRATEGY

SASAKI



AIRPORT MANAGEMENT EXPERIENCE

OUR NETWORK



Vantage Office

Current Airport/Project

Past Airport/Project

* The information contained on this page is technical or financial information constituting trade secrets and Proposer believes it is protected from disclosure under Missouri's open records act.

2018

58M
passengers served

160
airline partners

OUR BRAND



PEOPLE

PLACE

PERFORMANCE

We Make Communities Better



DELIVERING AN **STLM**ADE VISION



A SOLUTION THAT CREATES MORE OPPORTUNITIES FOR MORE PEOPLE

- ✓ **IMPROVE** the airport for all stakeholders
- ✓ Create **VALUE** to enhance net cash proceeds to the City
- ✓ Invest in the **COMMUNITY** and stimulate regional economic development

RECENT PARTNERSHIPS



LAGUARDIA TERMINAL B REDEVELOPMENT

- Lead developer, investor, and manager
- \$4B capex project, including terminal, airside, roadway, and parking improvements
- Largest airport P3 in U.S. history



CHICAGO MIDWAY CONCESSIONS

- Lead developer and concession manager
- Innovative model for U.S. concession development
- Doubling the number of jobs to 1,400



JETBLUE INTERNATIONAL TERMINAL AT JFK

- Selected as lead developer, investor, and manager
- \$2.6B capex project including terminal, airside, roadway, and parking improvements
- Leading business plan, planning, design, and procurement

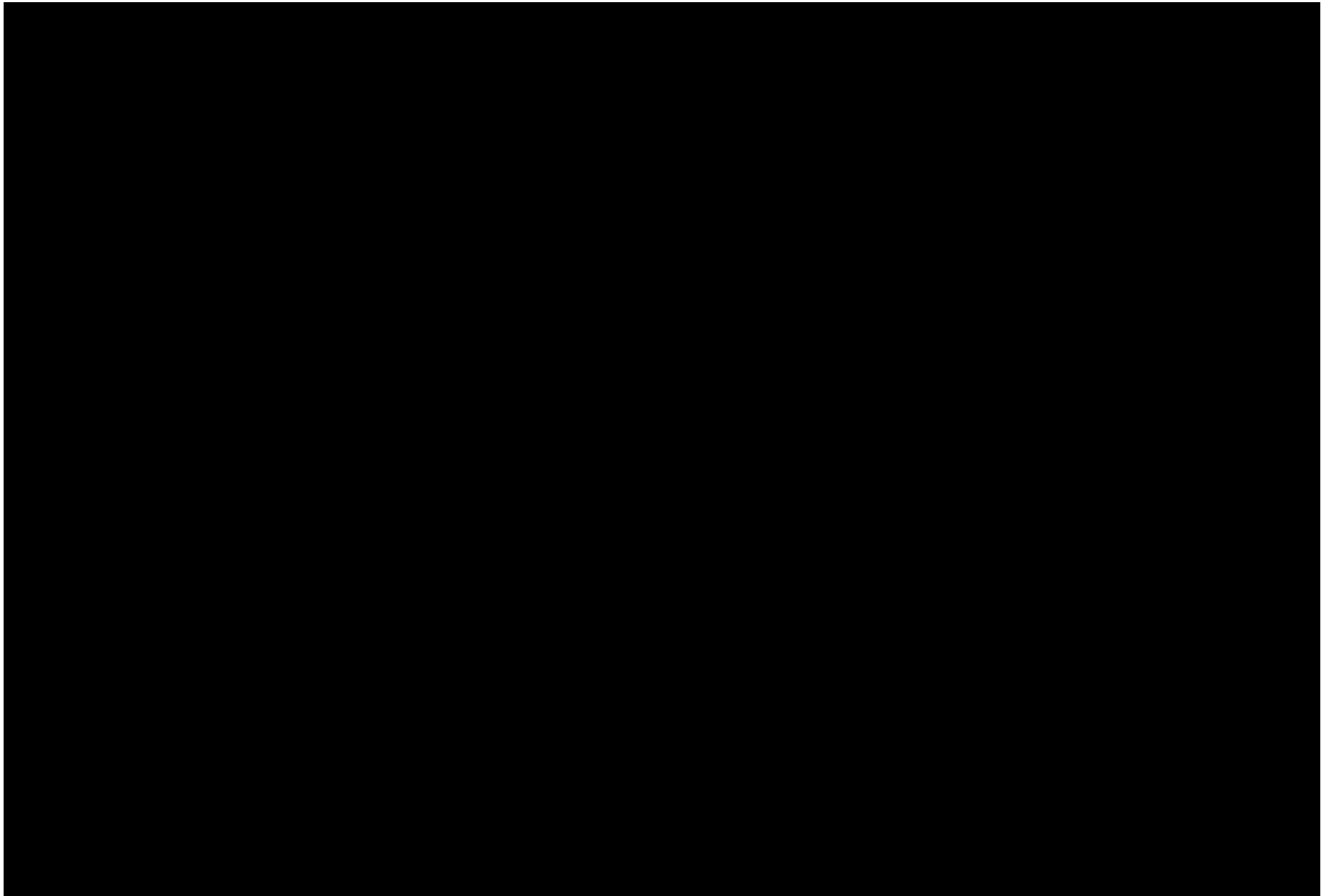
JetBlue Technology Ventures | Denver International Experience Partnership

San Diego International Airport

FINANCIAL CAPABILITY

FLEXIBLE EQUITY CAPITAL WITH A LONG-TERM HORIZON





DRIVING VALUE AT STL

PRODUCT SUITE

We will build on the achievements of STL and its 5-year strategic plan and integrate our comprehensive *Product Suite* capabilities

INNOVATION, INTEGRATION, AND A WIN-WIN PARTNERSHIP APPROACH



**OPERATIONS &
MAINTENANCE**



**CAPITAL
PROGRAMS
& MAJOR
MAINTENANCE**



COMMERCIAL



STRATEGY

Optimizing Results Through Collaboration

Leveraging Network Experience, People, and Relationships to Support Local Airports

CAPEX APPROACH



Vantage's LGA Approach

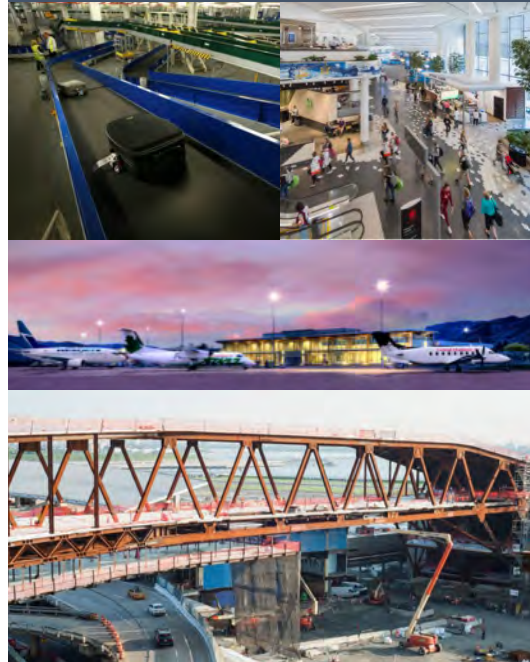
- ✓ Led project planning and concept development through 30% project design
- ✓ Negotiated, manage, and oversee project design-build contract
- ✓ Control essential customer, operations, and commercial outcomes
- ✓ Drive operational coordination, commissioning, testing, ORAT and activation
- ✓ Self-perform delivery of critical project components (e.g. TSA & airline space, concession program, art and feature zones)
- ✓ Lead stakeholder and customer consultation, and community engagement

CAPEX EXPERIENCE

AIRSIDE



TERMINAL



LANDSIDE



We have experience with projects of varying scale, scope, and complexity

- ≡ Bid delivery projects
- ≡ Long-term master plan delivery
- ≡ Maintenance and sustaining capital programs

U.S. REGULATORY FRAMEWORK



Transportation
Security
Administration



Other Legal Authorities

- ≡ Airline Use Agreement
- ≡ Bond/Financing Covenants

Federal Authorities

- ≡ Part 139 Certificate
- ≡ PFCs and Grants
- ≡ Airport Security

Local Authorities & Objectives

- ≡ Airport Owner
- ≡ Other Local Governments
- ≡ Community Stakeholders



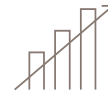
Route Development



**Safe, Secure & Efficient
Operations**



**Partnership with
Airlines**



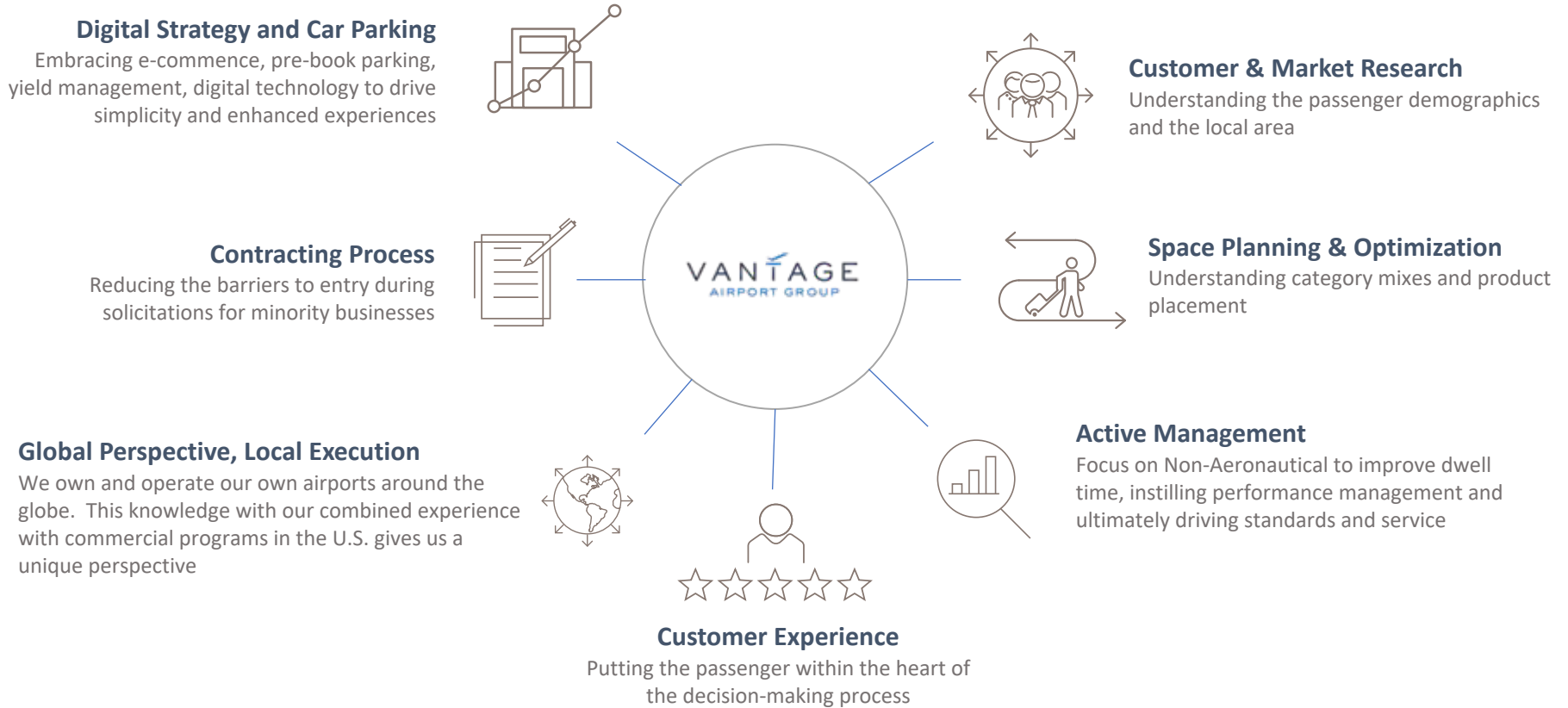
**Competitive Cost & Strong Yield
Performance**



**Passenger
Experience**

- ✓ We have an extensive network & proven air service development capability
- ✓ We have experience working with U.S. and international airlines
- ✓ We have the benefit of STL's existing route network

NON-AERO



REAL ESTATE AND CARGO

Market Studies and Potential



- ✓ Look beyond the typical
- ✓ Create a localized solution based on market dynamics
- ✓ Market opportunities to potential partners
- ✓ Identify appropriate funding sources

Real Estate and Land Development



- ✓ Develop appropriate, airport-compatible land use plan
- ✓ Capitalize on the airport's core business
- ✓ Assess fair market value of the real estate to meet FAA requirements

Cargo Development



- ✓ Develop surface access strategy
- ✓ Partner with local government in building appropriate infrastructure
- ✓ Capitalize on existing multi-modal opportunities

ECONOMIC/COMMUNITY DEVELOPMENT



**We Are
Committed to
MWBE & ACDBE**



**We Create
Jobs**



**We Provide
Opportunities For
Local Businesses**



**We Reflect the
Best of the Regions
We Serve**



**We Partner with
Organized Labor**



**We Support
Education**

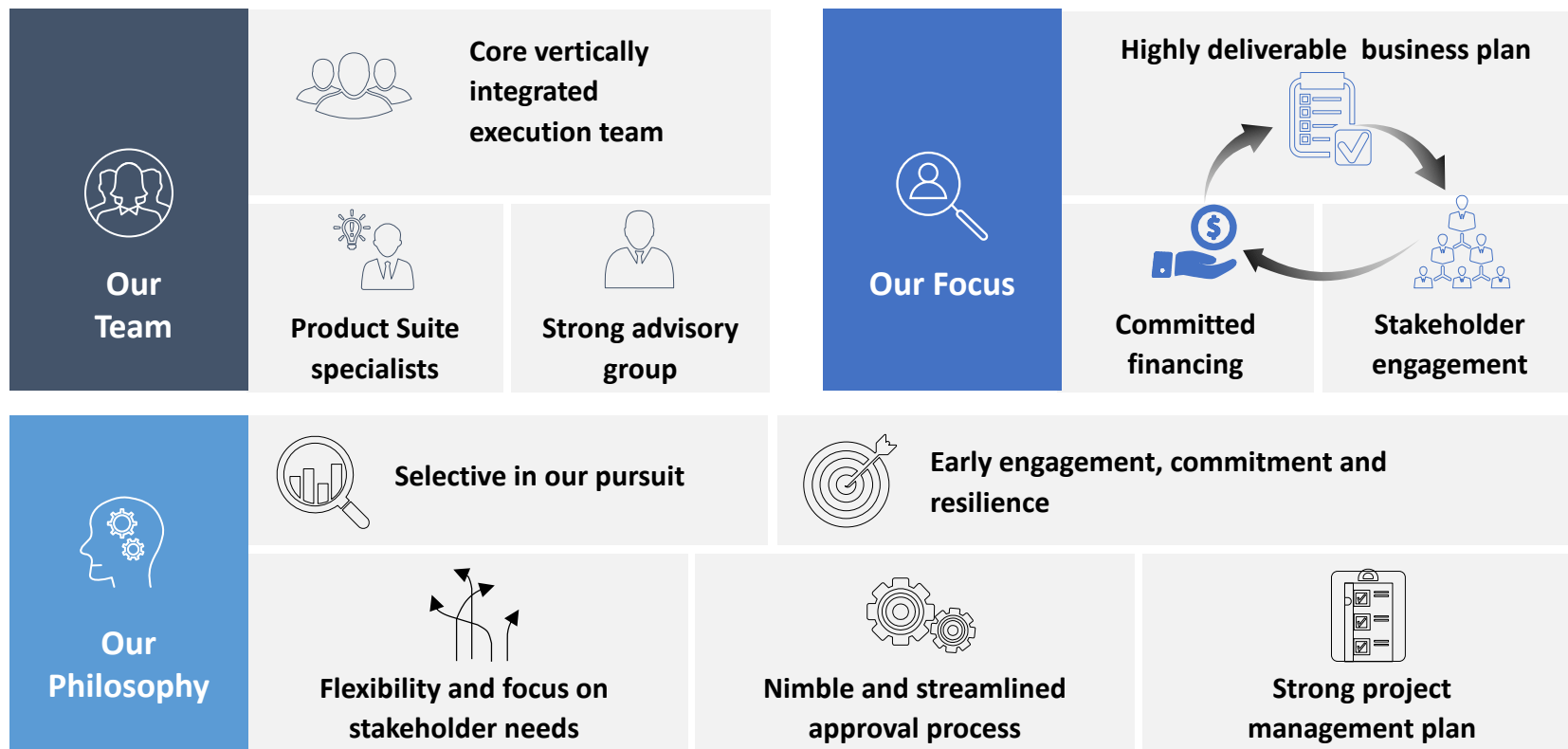


**We Engage The
Local Community**



ORGANIZED FOR SUCCESS IN THE STL PROCESS

STRONG EXECUTION CAPABILITIES BACKED BY PROVEN APPROACH & EXPERIENCED TEAM



Our Team is Ready to Go

Vantage: 1 Lead | 6 Deal Team Members |
30+ Product Suite Experts



10 World Class Consultants

PEOPLE
PLACE
PERFORMANCE

will St. Louis
We Make ~~Communities~~ Better
^

VANTAGE
AIRPORT GROUP

