A large, stylized white Gateway Arch is positioned on the right side of the image, extending from the top to the bottom. The background is a solid red color at the top, transitioning into a dark grey/black area where the text is located.

ST. LOUIS LAMBERT INTERNATIONAL AIRPORT



MOMENTUM
AVIATION PARTNERS

INTERVIEW 11/26/19

Introductions – your presenters



Ed Diffendal
Partners Group
Managing Director, Private
Infrastructure



Manuel Gutierrez
ASUR Commercial Director
for 20 years
San Juan International
Airport Chief Commercial
Officer for six years



Carlos Trueba
ASUR
Airport Director
Cancun International Airport
25.2 Million Passengers (2018)
+80 Airlines
ACI Best Airport in Central/South
America



Hal Darring
Global Parking System
Chief Executive Officer
Operator of Airport Parking
Services and City of Indianapolis
Parking Meter P3



Margaret McDonald
HOK
Senior Principal
22 years design experience
St. Louis native and resident



Andrew Vasey
Vasey Aviation Group LLC
President
Aviation advisor on airport
P3 transactions for San
Juan, Austin, Seattle- Paine
Field, and Westchester
County



Kenneth Johnson
AECOM – Hunt Construction
President, Central Region
Airport Terminal Experience includes
Pittsburgh, San Juan, New Orleans
and Indianapolis



David Sweeney
Lewis Rice
Partner
Lewis Rice was founded in 1909 and
remains in downtown St. Louis
Former St. Louis Board of Aldermen
Clerk and Legal Counsel

Introduction – Our Understanding of the City's Objectives

*Improvement of the
airport for all
stakeholders*

*Net cash proceeds to
the city upfront, and
over time for non-
airport uses*

*Community and
economic development
in the STL region*



MAP – your partner to meet the City's Objectives



*Commitment to partner
with the City and the
Community*

*Financial depth to
close the transaction*

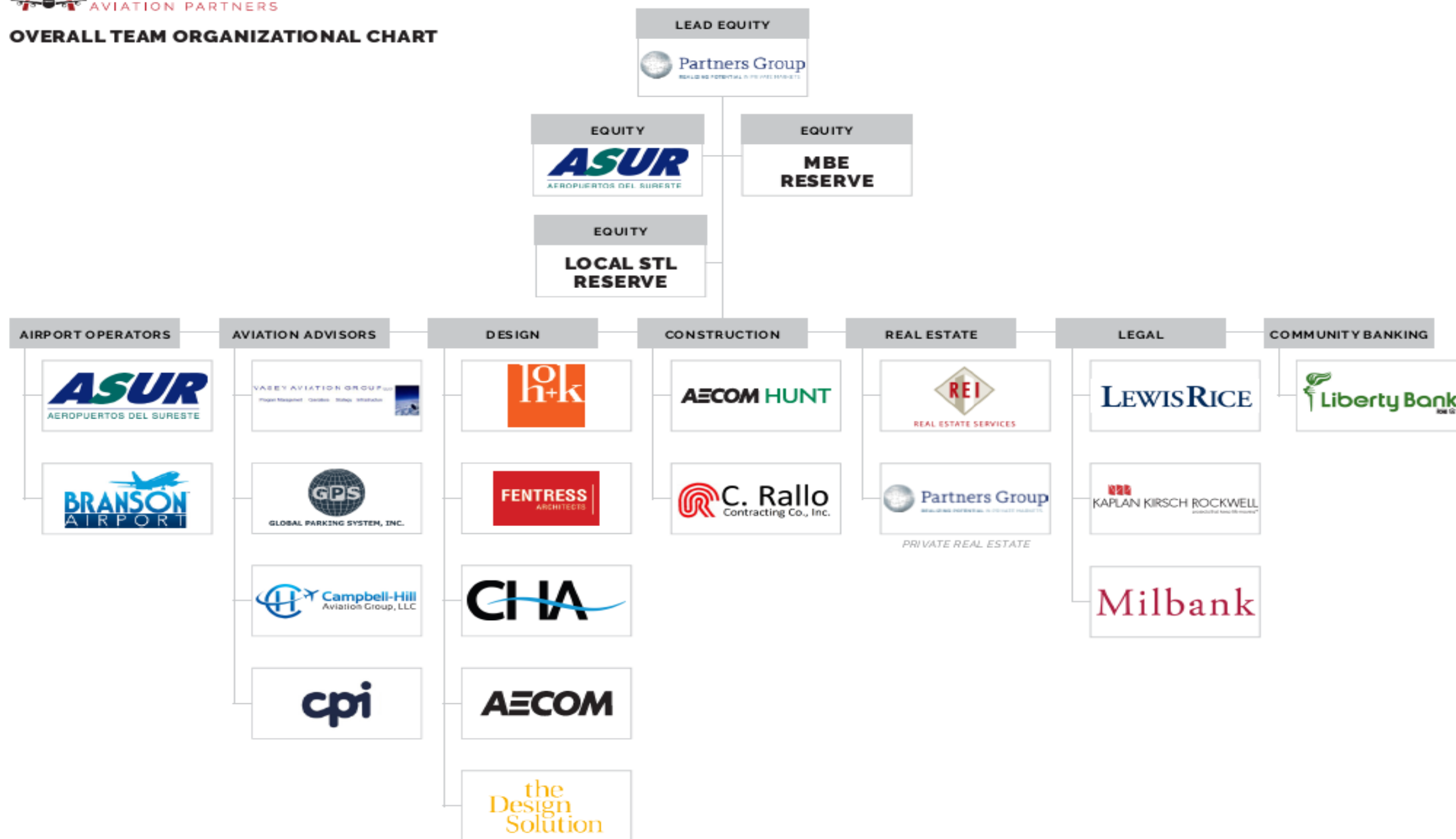
*Large Scale
Operational and
Capital Improvement
Expertise*

Momentum Aviation Partners

- Partners Group - **\$90 Billion** Assets under Management
- ASUR - **16 airports** in North and South America / **52.3 Million annual passengers**
- MAP – Combined **over \$100 Billion** in Airport capital project experience
- The **only two FAA Part 139 airport operating certificates** in the U.S. held by private companies

...Continuing the City of St. Louis' Momentum

OVERALL TEAM ORGANIZATIONAL CHART



AIRPORT MANAGEMENT EXPERTISE >>

Cancun International Airport



MOMENTUM
AVIATION PARTNERS

Operational and Management Capability



a total of
52.3M PAX
(2018: 5.6% growth YOY vs 2017)

Mexico



9 airports
33.2M PAX
(2018: 7.1% growth YOY vs 2017)

Puerto Rico



1 airport
8.4M PAX
(2018: 0.4% decrease YOY vs 2017)

Colombia



6 airports
10.6M PAX
(2018: 6.0% growth YOY vs 2017)

Part 139 Airport Operating Certificates



ASUR (SJU) and Branson (BBG) are proud to be the only private operators holding Part 139 Certificates, required by the FAA to operate an airport in the US

Operational and Management Capability - FAA Compliance

<i>FAA Requirement or Regulation</i>	ASUR San Juan, PR	Branson Airport LLC Branson, MO
Part 139 Airport Operating Certificate (AOC)	Yes	Yes
FAA Airport Compliance Manual (ACM)	Yes	Yes
FAA Airport Emergency Plan (AEP)	Yes	Yes
TSA Airport Security Plan	Yes	Yes
FAA Airport Improvement Plan (AIP) Grants	Yes	Use private funding
FAA Passenger Facility Charge (PFC) Collection Authority	Yes	Authorized for private "Airport Facilities Charge" (AFC)
Equity Investor with Part 139 Certification	Yes	Yes

ASUR (SJU) and Branson (BBG) regularly meet and exceed FAA safety, environmental and compliance regulations and requirements

Capital Improvement Experience

An aerial night view of a large airport terminal and runways, with a city skyline visible in the background. The terminal is illuminated, and several aircraft are parked at gates. The runways are marked with lights, and the city lights are visible in the distance.

Over \$100 Billion in Airport Capital Improvement Projects

Over 120 Different Airports Globally

Runways, Terminals, and
Landside / Garages

Commitment to Customer Service

- ASUR has a proven commitment to customer service, evidenced by Cancun's selection as ACI Best Airport in Central / South America
- Momentum Aviation Partners work with all Airport stakeholders to optimize the passenger experience, with a focus on:
 - Efficient movement through the airport
 - Cleanliness of common areas and restrooms
 - National and local food & beverage options
 - Safety & security
 - Continual measurement and evaluation of performance and feedback through KPIs



ASUR is proactive in enhancing customer experiences at all of its airports

Landside management and customer service

- Experience in managing and driving value on the landside for airports
 - San Diego
 - Phoenix
 - Indianapolis
 - Syracuse
- Experience managing parking operations through P3 structures
 - Indianapolis downtown – "Park Indy", 50 year parking meter concession
 - CIB – professional sports venues, garages & service lots for Indianapolis Colts and Indiana Pacers, concerts and special events



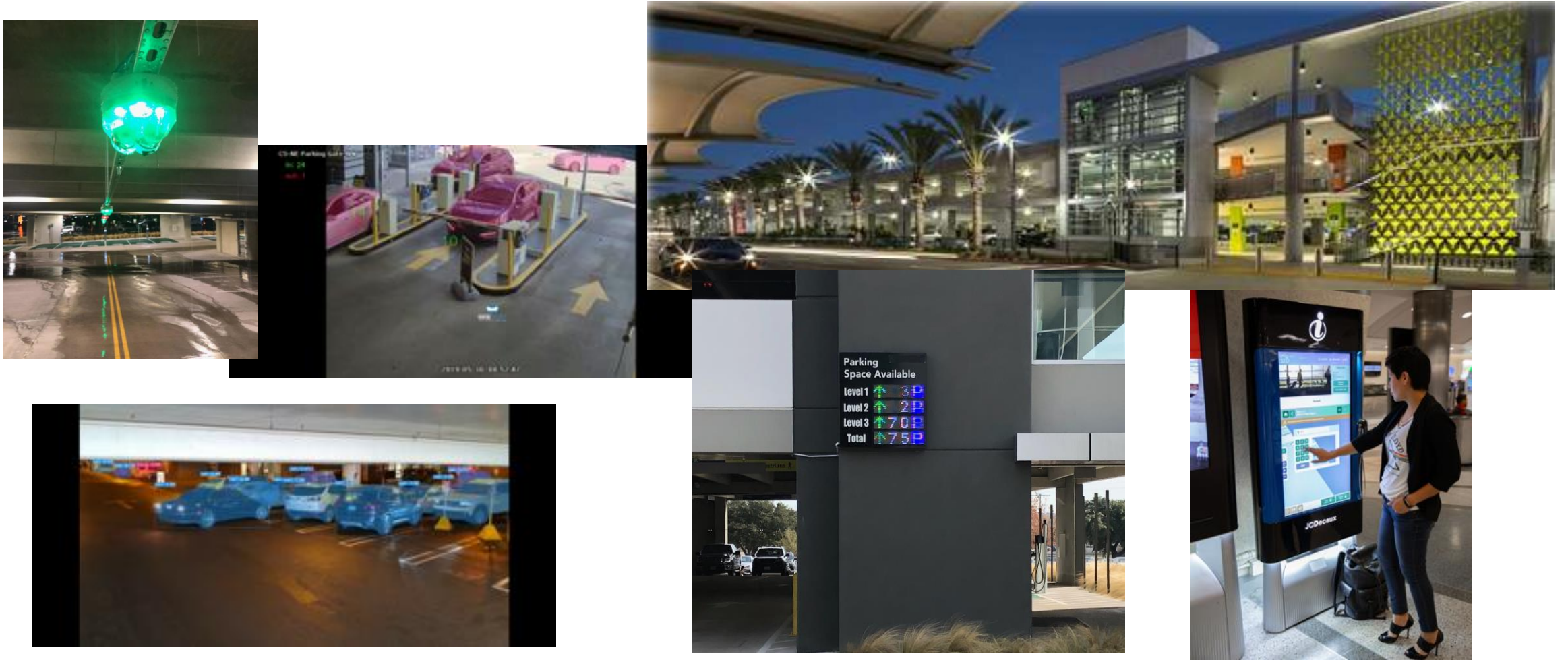
Global Parking System brings specialized experience in landside management / customer service

Landside management and customer service



Global Parking System brings specialized experience in landside management / customer service

Customer service improvements through technology



Global Parking System brings specialized experience in landside management / customer service

Safety and Security

- History of meeting and exceeding FAA and TSA standards
- Consolidated and expanded security checkpoint
- New in-line baggage handling system
- FAA approved safety management system (SMS)
- TSA approved airport security plan (ASP)
- FAA approved airport emergency plan (AEP)



**Transportation
Security
Administration**



ASUR receives regular TSA and FAA visits at non-US airports as a part of TSA security audits resulting in a spotless record of compliance

Environmental Management Expertise



Valid **Environmental Quality Assurance** certificates for 9 Mexican Airports by the Mexican Environmental Protection Agency



Valid **ISO 14001:2015** certifications for all Mexican Airports



Terminal 4 in Cancun was awarded **LEED-Gold Certification** by the U.S. Green Building Council



Several of ASUR's airports have been recognized for their sustainability initiatives by Mexican Tourist Authorities

ASUR's Commitment to Corporate Social Responsibility

Sustainability
is a key
strategy in
our business
model



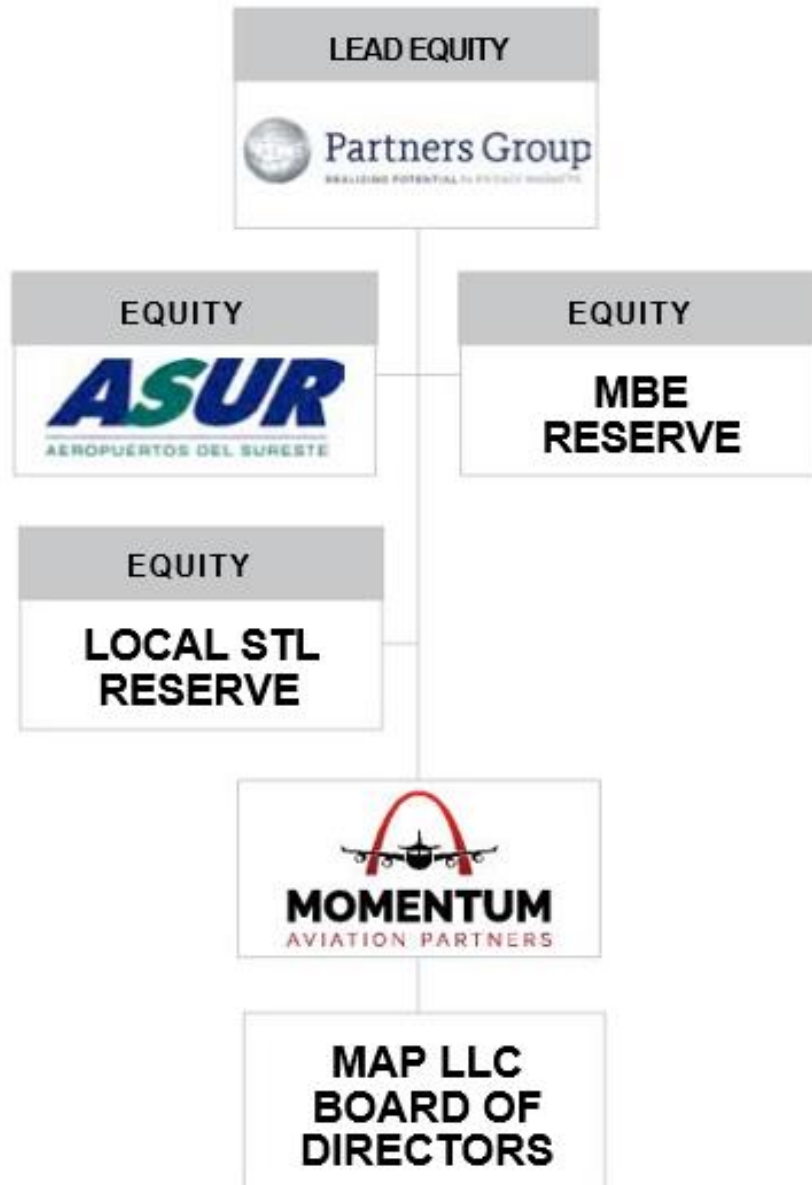
- Member of Bolsa Mexicana de Valores **sustainability index**
- Active participant of **United Nations Global Compact**, in Mexico and internationally
- Certified by **CEMEFI** as Socially Responsible Company (11th year)
- Airports' Environmental Management Systems certified under **ISO 14001**
- **Environmental Compliance** certification from Mexican Environmental Protection Agency
- Focus on **quality of life for employees and community relations**
- Strict standards of **corporate governance** and **business ethics**

FINANCIAL CAPABILITY >>

Cancun International Airport



Financial Capability



- **Over \$90B** under management (**\$11B** in private infrastructure, **\$14.5B** in private real estate)
- Over 1300 professionals across 20 offices
- Publicly listed on the SIX Swiss Exchange (symbol: PGHN) with a market cap of over **\$20B**



- **\$2.9B** of total assets
- **\$1.8B** of total equity
- Publicly listed on the NYSE (symbol: ASR) with a market cap of over **\$5B**



SPECIFIC TOPICS >>

Branson Airport



MOMENTUM
AVIATION PARTNERS

Specific Topic iv.(a)

Experience together and execution together

Indianapolis International Airport

Construction of a midfield terminal

AECOM



VASEY AVIATION GROUP LLC

CH2A



San Juan International Airport

Terminal Expansion

AECOM

ASUR
AEROPUERTOS DEL SURESTE

VASEY AVIATION GROUP LLC

Austin International Airport

South Terminal Development P3

FENTRESS
ARCHITECTS

AECOM

VASEY AVIATION GROUP LLC

**KAPLAN KIRSCH
ROCKWELL**
projects that keep life moving®

Specific Topic iv.(a)

Experience together and execution together

Billy Bishop Toronto City Airport



John F. Kennedy Airport (NY)



VASEY AVIATION GROUP LLC



Paine Field Airport (WA)



VASEY AVIATION GROUP LLC



Specific Topic iv.(a)

Experience together and execution together

LaGuardia Airport (NY)



Los Angeles Airport



Seattle – Tacoma International Airport



Specific Topic iv.(a)

Experience together and execution together

Newark Terminal (NJ)



VASEY AVIATION GROUP LLC

Westchester County Airport

AECOM

FENTRESS
ARCHITECTS

VASEY AVIATION GROUP LLC

George Bush International Airport (TX)

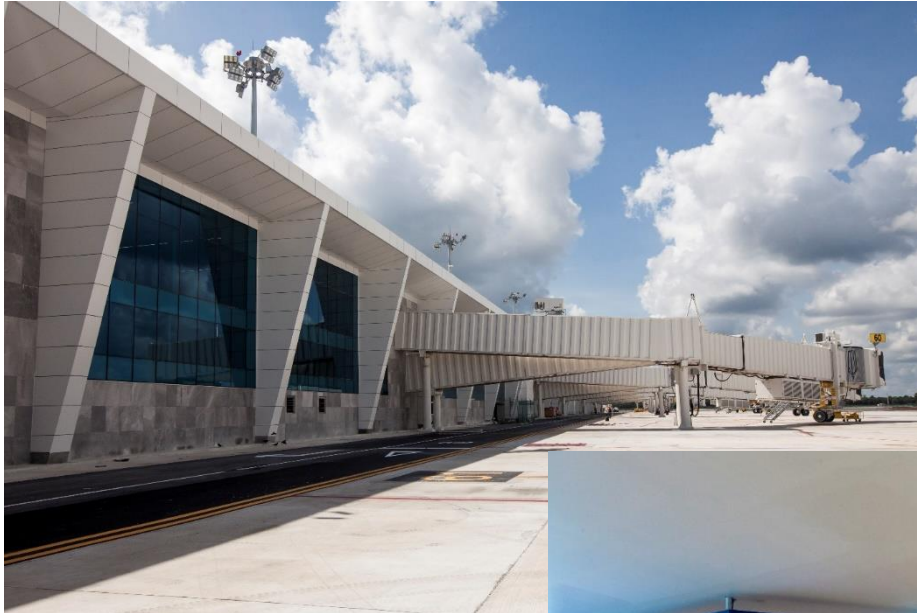
FENTRESS
ARCHITECTS



Specific Topic iv.(b) MAP Team Numbers Combine For...

- Over **\$100 billion** in airport design and construction
- Multiple **new terminals** and baggage systems – Pittsburgh, New Orleans, Cancun, Indianapolis, Denver, Los Angeles, New York (LGA)
- Terminal renovation's and expansions at over **50 airports**
Runways and airfield work at over **60 airports**
- Roadways and parking garages at over **40 airports**

Examples As The Operator - Cancun



Examples As The Operator - Branson



Examples As The Designers

DEN >>



LGA >>



Examples As The Designers

IND >>



LAX >>



Example As PM/CM/Contractor



Examples of Local St. Louis





STL >>

ST. LOUIS – LAMBERT INTL. AIRPORT: VARIOUS PROJECTS

St. Louis, MO

Team Members Involved

- » **C. Rallo Contracting Co.**

Dates of Services

- » **Since 1956**

Construction Cost

- » **\$400,000,000**

Scope of Work

- » **Construction Management**

C. Rallo Contracting Co., Inc. is a general contracting company based in St. Louis, Missouri. C. Rallo has been performing quality construction at St. Louis – Lambert International Airport since 1956 and has an extensive portfolio of new construction work as well as major repair work and renovations throughout the airport. **The following is a partial listing of the projects C. Rallo Contracting has completed at the airport.**

- » Initial Three Finger Addition
- » Temporary West Finger Additional
- » Lambert Field Fourth Dome Addition
- » New Main Terminal Parking Garage
- » Deplaning Road Improvements
- » Passenger Enclosure Facilities
- » Alterations & Additions to Main Terminal Bldg including Baggage Service
- » Installation of Passenger Loading Bridges
- » East Terminal Building Pad & Site Work
- » East Terminal Addition – International Wing
- » Passenger Concourse Improvements
- » Bus Port Addition
- » Midcoast Aviation Hangar #4
- » Jet Fuel Storage
- » New A, B, & C Concourses
- » Infrastructure Improvements – Joint Venture with AECOM Hunt
- » Jetway Relocations
- » Climate Control Building Boiler Blowdown Tank
- » Taxi Staging Area Improvements
- » Airport Parking Garage Structural Repairs
- » Airport Dome Renovations
- » Parking Structure Exit Toll / Garage Repair
- » Escalator Demolition
- » New East Elevator & Stairs in Main Terminal Parking Garage
- » 2011 Tornado Damage Emergency Repairs
- » Concourse C New Roof
- » Air Cargo Building #3 Renovations
- » Jetway Demolition and Repairs
- » Concourse B-C Connector Repairs
- » Miscellaneous Blast Glazing
- » Concourse C HVAC Repairs
- » Parking Lots A, C D & Brown lot Repairs
- » Autoshop / Airfield Maintenance Complex Renovations
- » Terminal I Ticket Lobby Renovations
- » Checked Baggage Inspection System for Concourse C
- » Various Restaurant/Retail Projects

Airline Projects

TWA / TW Express

- » Customs Area
- » Gate/Podium Renovations in Concourse D
- » Ticket Counter Conveyor Renovation
- » Hangar Ceiling Height Modifications
- » TW Express Office Space Renovation
- » Cafeteria & Flight Training Center
- » Locker Room Vestibule
- » South Ticket Counter & Baggage Sales
- » Maintenance Building
- » TW Express Baggage Make-up Area
- » Gate Renovations in Concourse B
- » TW Express Concourse B Renovations
- » Ambassador's Club Renovation
- » Gate Renovations Concourse C

Ozark Airlines

- » Gate Remodeling
- » Warehouse Facility

American Airlines

- » Ticket Counter Remodeling
- » Ticket Counter Conveyor Renovation
- » Aircraft Maintenance Field Service Expansion
- » Miscellaneous Projects

US Airways

- » Ticket Counter Remodeling
- » Baggage Service Office Renovations
- » Gate 6 Renovations
- » Support Space Modifications
- » Electrical Metering / Air Cargo Office
- » Cargo Building #4 Repairs
- » Gate 8A Renovations

Delta Airlines

- » Ticket Counter Renovations

Air Canada

- » Gate Renovations & Ticket Counter Relocation

Northwest Airlines

- » Ticket Counter & Gate Remodeling



Specific Topic iv.(d) Branson Airport LLC

One of two private operators in US with Part 139 airport operating certificate

Extensive experience with the FAA district office that governs the St. Louis airport

Zero FAA discrepancies since opening in May 2009

Completely new Terminal and Airfield as part of Capital Improvements



HOW WE ARE ORGANIZED TO DRIVE VALUE AT STL >>

Luis Muñoz Marín International Airport



Specific Topic vi. Organization and Experience

Multifaceted Consortium

Team consists of essential areas necessary to build and operate a world-class airport

- Operators
- Local business entities
- Minority business entities
- Capital providers
- Legal and regulatory affairs

US Airport P3 Experience

We are the only team that has executed and continues to operate a full FAA airport P3 in the United States

Prior Experience Working Together

The team has a history of seamlessly executing capital improvements together and will bring that experience to St. Louis

The team has collectively worked on over \$100B in airport and other development projects

OVERALL TEAM ORGANIZATIONAL CHART



Closing – We would be honored to be your partner!

*Improvement of the
airport for all
stakeholders*

*Net cash proceeds to
the city upfront, and
over time for non-
airport uses*

*Community and
economic development
in the STL region*



Q&A >>

Los Angeles International Airport

