

CERTIFICATE OF SATISFACTORY COMPLETION OF CONTRACT

Mr. Fernando Vistrain Lorence, in his position of Chief Executive Officer – PAC Kingston Airport Limited, hereby

CERTIFIES

That the company Ingeniería y Economía del Transporte S.M.E., M.P., S.A. – INECO – has successfully completed the contract for the development of the

NORMAN MANLEY INTERNATIONAL AIRPORT MASTER PLAN

CHARACTERISTICS OF THE PROJECT:

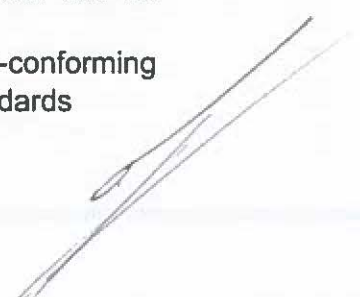
- Start date: 19/04/2021
- End date: 31/01/2022
- Budget of the project: 213.800,00 USD, VAT excluded

Norman Manley international airport served around 1,8 million passengers in 2019. The MP Study identifies all facilities required to support the air traffic forecast up to the year 2040 and the ultimate capacity of the airport that can be achieved in the current location. This is to ensure a capacity balanced airport concept between runway, passenger terminal, airport access and aviation support facilities. The Study includes a thorough assessment of airport requirements, considerations and constraints relating to the ultimate development of the airport, taking into consideration related facilities, and to determine a layout concept that achieves operational efficiency, planning requirements, accessibility, engineering, and environmental acceptability, etc. for the long-term economic sustainability of NMIA. Given the peculiar circumstances currently impacting the aviation industry, MP Study examines the short-, medium- and long-term impact of COVID-19 on traffic demand and any change in facility requirements.

DETAILED SERVICES PROVIDED BY THE COMPANY:

Ineco has carried out the following tasks throughout the project:

- **Preliminary Assessment of Airport Facilities and Facility inventory.**
 - Inventory of all the facilities
 - Diagnosis of the existing situation of the airport facilities and an indication of preliminary land area requirements.
 - Verify/confirm the status of all conforming and non-conforming conditions at the airport based on local and ICAO Standards



- Review and document current aviation activity levels in terms of based aircraft (by type of aircraft) and aircraft operations.
- **Forecast Demand Airport Facility Requirements (3 stages: short, medium and long term).**
 - Study of the air traffic forecast. Expected demand in long haul routes and design (hourly peak) (forecast periods for each scenario will be: Short-Term (2021-2025); Medium-Term (2026-2030); and Long-Term (2031-2040)
 - Identify the significant changes in aviation industry and the impact of same on NMIA traffic demand
 - Analysis of the best option to provide RESAs in compliance with ICAO standards in the short to medium term.
 - Demand/Capacity Analysis. Airfield (runway, RESA extension, taxiways, rapid exit taxiways, aprons, road system, ground services equipment, etc.), passenger terminal area (BHS, retail areas, check in, security, facilities, etc.), access, and transportation (road, rail, ferry, etc.), aviation support facilities (air cargo and cargo terminals, logistics facilities, fuel and pipelines, maintenance, ARFF, police station, TWR/ATC Centre, maintenance facilities, marine cargo movements and terminal, etc.)
 - Airport facilities requirements definition
- **Master Plan Development:**
 - Development of Passenger Terminal Concepts
 - Preparation of Airport Layout Options
 - Evaluation and Selection of Preferred Airport Layout
 - Airport Master Plan Drawings
 - Terminal Area Plan
 - Surface Transportation Systems Plans
 - Land Use Plan
 - Construction Phasing Programme
 - Preliminary Capital Cost Estimates
 - Environmental Issues and Impact (Environmental Assessment, EA)

Kingston, March 8, 2022



Mr. Fernando Vistrain Lorence
Chief Executive Officer
PAC Kingston Airport Limited