

SEATTLE



An Elevated
Duty Free
Experience



International Shoppes: PORT OF SEATTLE-TACOMA
INTERNATIONAL AIRPORT DUTY FREE PACKAGE: RFP 23-1DF



October 31, 2023



Scott Van Horn
Senior Business Manager
Airport Dining and Retail
Port of Seattle - Seattle-Tacoma International Airport

Re: Proposal for RFP 23-1DF

Dear Mr. Van Horn,

International Shoppes, LLC, is submitting this proposal on behalf of the proposed joint venture – International Shoppes SEA Partners, LLC - as it will be the majority owner. On behalf of this group, we are thrilled to present our proposal for RFP 23-1DF, the Seattle-Tacoma International Airport [SEA] duty free program. The customer facing experience will be a marriage of iS + SEA, creating “iSEA”, which will operate iSEA Duty Free, iSEA Beauty, iSEA Style and iSEA Pop-Up, which will cumulatively create an instant sense of place for the traveling public.

Our Company and Values:

International Shoppes is a third-generation family business deeply rooted in the United States. Our enduring legacy is built upon the unwavering principles of integrity, dedication, and innovation. We approach every opportunity with a commitment to being an exemplary business partner to airport authorities and the brands we represent. Our utmost dedication is to provide an exceptional customer service experience to our mutual customers.

Selective Expansion for Excellence:

We do not expand our operations to every available program. Instead, we carefully select airports where we believe our expertise can genuinely enhance the shopping environment and significantly elevate the overall customer experience. Responsible and sustainable growth is at the heart of our business strategy. Our goal is to create a program that offers a first-class shopping experience, aligning with the airport’s commitment to excellence.

A Seamless Integration and Local Commitment:

In the past few months, our management team has immersed themselves in the local business community and various local organizations to better understand SEA’s unique needs as demonstrated in our letters of recommendation. As a family-run business ourselves, our commitment is like no other in forming vital partnerships with local businesses. The growth of our family business to SEA offers us an opportunity to seamlessly integrate into the Greater Seattle-Tacoma and Washington State community, with a shared vision of showcasing local craftsmanship on an internationally facing stage (our shops!), promoting brand awareness, and fostering job growth in the region. Our broader vision for SEA extends beyond enhancing the shopping experience for international and domestic travelers; we will become an integral part of the local community and the wider Pacific Northwest fabric. To realize this vision, we plan to create exquisite retail spaces that feature a curated mix of global, national, and local brands, enriched with personalized touches, beautifully designed shops, back-wall displays, and stand-alone outlets. Our transformation will raise the SEA duty free experience to the level of excellence expected by both SEA and its sophisticated passenger base.

Operational Excellence and Family Atmosphere:

Our shops will be managed by a team that receives consistent coaching from both International Shoppes and our valued brand partners. This approach fosters a close-knit family atmosphere and ensures a motivated and educated team. This family atmosphere is pivotal in enhancing the customer experience and maximizing sales. Our distinct approach to store design, ongoing commitment to redevelopment, maintenance, meticulous merchandising, and the unwavering dedication to instilling a deep sense of pride in our staff are the cornerstones of our renowned operational excellence.

Commitment to Partnership:

At International Shoppes, being a great business partner is not just a slogan; it is the essence of our corporate culture. We are highly responsive at every level, swift in our actions, and committed to going above and beyond to delight our mutual customers. We understand the importance of surpassing the standards set by our partner brands and airport authorities. To show the spirit of commitment to SEA, if needed, we are prepared to take over the operations immediately and our committed percentage rent would be applicable.

Joint Venture for Success:

International Shoppes, LLC is proud to bring four complementary and highly qualified ACDBE firms - Byrd Retail Group, LLC, Nexo Services, LLC, Olympic Supply, Inc. and Shekinah Group, LLC, - into this partnership. Each of these firms has airport experience, some across multiple airports and including SEA. Together, our collective strength and expertise will empower us to be the ideal partner for SEA. The resulting entity is International Shoppes SEA Partners, LLC.

Looking Ahead:

We look forward to the opportunity to meet with your team to discuss our proposal in detail, addressing how our joint venture will contribute to the continued success of SEA. Your consideration of our proposal is greatly appreciated, and we are excited about the prospect of a long and mutually beneficial partnership, as we realize our vision to become an integral part of the fabric of SEA and the Pacific Northwest.

Sincerely,

Matthew Greenbaum and Scott Halpern

Co-CEOs | International Shoppes, LLC on behalf of International Shoppes SEA Partners, LLC

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iS DUTY FREE



TAB 10.1

FINANCIAL CAPABILITY



TAB HIGHLIGHTS

- Project Funded With Cash
- No Lawsuits Filed or Against
- No Bankruptcies
- 70+ Years of Financial Viability

10.1.2

International Shoppes and its group of affiliated entities have no judgments or lawsuits pending nor rendered against us within the last 10 years.

10.1.3

International Shoppes and its group of affiliated entities have filed no lawsuits in the last ten years.

10.1.4

Neither the proposer or any of proposer’s shareholders, partners or members have ever declared bankruptcy, filed a petition in any bankruptcy court, filed for protection from creditors in bankruptcy court, been named as a defendant in any legal proceedings, or had involuntary proceedings filed in bankruptcy court and the status of each occurrence, to our knowledge.



TAB 10.2
**CONCEPT DEVELOPMENT
& CUSTOMER EXPERIENCE**

GLENMORANGIE
SINGLE MALT SCOTCH WHISKY

CANADIAN WHISKY

TAB HIGHLIGHTS



THE WOW FACTOR

Proven design tactics to grab the attention of and entice passing costumers



COMPREHENSIVE OFFERINGS

Hand tailored selection of merchandise of all key categories from global leaders to Seattle-based upstarts.



DATA-DRIVEN

Our recent sales history, airport-wide benchmarks and vendor supplied information about SEA specifically, were used to develop the brand selection, store layouts and overall merchandising plans.



ALL PASSENGER APPROACH

While the primary shopper will always be heading to an international destination, the layouts, brands and merchandise will also attract SEA's large domestic passenger base and all airport employees.



EVER-CHANGING SHOPPING EXPERIENCE

We employ rotating brand features, pop up experiences and tasting bars to keep our stores fresh and new.



10.2.1 - PROPOSED OFFERINGS

CORE DUTY FREE

International Shoppes is excited to present our proposed offerings for the duty-free / duty-paid program at SEA for Concourse A, the South Concourse and North Concourse.

Our bespoke shopping experience will start with an eye catching storefront set up to be a show stopper and “break the stride” of the consumer who is proceeding to their gate. Once we have gained their attention through dynamic advertisements or branded concepts, our extensive product range will include beauty, liquor, wine, tobacco, confectionery, sunglasses and fashion goods, which will be carefully curated to cater to the diverse needs of travelers moving through SEA on international or domestic routes. We are committed to providing a custom tailored and ever evolving shopping experience based on flight traffic at SEA that includes global, national, regional, and local SKUs to always maximize sales and delight our mutual customers.

Concourse A

Beauty

The passengers will have access to a wide selection of beauty products, including skincare, cosmetics, fragrances, and grooming essentials. We will have personalized sections or boutiques for brands such as Chanel, Dior, Estee Lauder, Lancome & Tom Ford to name a few. It is important to note that Estee Lauder is selective on who carries their assortment of brands, while some duty free companies do not work with them at all, we have a long standing partnership, which created their first ever stand-alone duty free store. In addition to the global brands, we will also have a focus on popular national and regional brands that cater to the preferences of both the international and domestic consumer. All goods within this category will be available to purchase duty-free and duty paid.

Liquor

This space will feature an extensive collection of spirits, including premium international and national liquors. We will cover all categories such as Bourbon, Tequila, and Scotch to name a few. We will also have a strong and specialized “small batch” section offering liquors from Seattle, Washington, the PNW and other regions across the US that will give the international consumer an incredible opportunity to source goods they would not normally see at home. We are deeply engaged with a number of Seattle & Washington State based distillers that we would include in this section at SEA and beyond. These local brands are excited about the prospect of the visibility and revenue potential from being featured in our SEA outlets, as can be evidenced by their letters of support in the Appendix. We already feature Westland American Single Malt in our airport outlets at JFK and IAH, and would feature this excellent Seattle based whiskey at SEA. It should be noted that we plan to have a strong presence of personalized section from back walls to endcaps to give the consumers’ eye an easy navigation throughout the store.

Wine

Wine enthusiasts will have the opportunity to explore a curated selection of wines from renowned local and global wineries. Our offerings will include reds, whites, and sparkling wines, ensuring there’s something for every palate. With a rich history of wine making in the PNW, we are excited that we already offer a healthy selection of skus from Washington State. We further our commitment with a partnership with Washington State Family Wineries who will showcase the companies that their organization supports. We will build upon that assortment, to optimize personal consumption and giftable moments from Washington. Please see their Letter of Support in the Appendix.

Tobacco

We will offer a diverse range of tobacco products, including cigarettes, cigars, roll your own and tobacco alternatives. In addition, we have non-tobacco alternative products. Travelers can choose from international and domestic brands, as well as specialty items for aficionados.

Confectionery

Passengers traveling domestically and internationally can satisfy their sweet cravings with a delightful assortment of confectionery items, including chocolates, candies, and gourmet treats. Our selection will encompass both popular global brands and local favorites, which will have personalized selections throughout. This category will feature primarily boxed chocolates and candies with a selection of bars and self-treat items to drive incremental revenue. We work carefully with our suppliers to curate an assortment that has little to no overlap with the confection items normally sold at the newsstands, so as to avoid cannibalization within the airport environment. Historically, we have done quite well with items that include USA or local city themes as customers enjoy shopping this section for its “giftability.” We will emphasize Seattle, Washington, PNW and USA themed chocolates with this goal in mind. We are already in touch with a few local brands and have included letters of support at the end of this section.



iS IAH Duty Free Store

South Concourse

The two main operations have a similar total square footage, but there's a significant distinction between the South concourse and Concourse A. The concourse is situated two levels below the departure zones, and although all passengers will pass by the duty-free zone, enticing them to return downstairs for shopping poses a challenge. Our program has been thoughtfully curated to address this unique challenge of capturing the consumer's attention before they step onto the escalator. Our operational setup is designed to exert a gravitational pull on all passengers enplaning and deplaning.

On both sides of the escalator bank, premier beauty houses will be prominently featured. The four strongest beauty houses, namely Chanel, Dior, Estee Lauder, and Lancome, will strategically occupy the right side to create a captivating experience for all passengers as they disembark from the train. We aim to make this a show-stopping moment. Additionally, we've introduced a pop-up opportunity for local brands to gain primary visibility among passengers from the train. This initiative is geared towards attracting local travelers with familiar brands they love while providing international travelers with a memorable opportunity to discover and bring home local treasures.

For international travelers, Liquor, Wine, Tobacco, and confections have been strategically positioned in the first corridor as they make their way towards the escalators. The remaining beauty and sunglasses categories will be placed perpendicular to the escalator, ensuring that both departing and arriving customers have a clear view of the duty-paid offerings. Throughout the South Concourse, we will partner with vendors to have personalized fixtures, providing a truly immersive and engaging shopping experience for all.

Last, we would like to partner with SEA to create several digital kiosks on the departure level to assure a convenient shopping experience for all travelers.

North Concourse

Our goal in a 358 sqft space will be to give the customer a little bit of everything. We will consider this a top 20 store, which means we will have the top 20+ skus from each core duty-free category (liquor, wine, confection, beauty and tobacco) present for the consumer. In addition to selecting the right mix, we will use our e-commerce platform to offer customers a range of goods from our other locations.

Our commitment to delivering a world-class duty-free shopping experience at SEA airport will be second to none.

Our wide-range of offerings in beauty, liquor, wine, tobacco, and confectionery goods will ensure that travelers have access to the products they desire, from international luxury items or local treasures. We look forward to contributing to the success of the Port of Seattle through our robust product selection and dedication to customer satisfaction. Our proposed assortment includes thousands of skus, but as we become further acquainted with the consumer base, we will adjust and bring on new products to benefit all parties. The merchandise assortment will be ever-evolving.



iS JFK T1 Duty Free Store

FASHION

Our range and relationships with world-class fashion brands is a strong suit of International Shoppes, and we look forward to developing this portion of the business at SEA, as it will elevate the shopping experience and drive incremental revenues for this category that is currently underrepresented.

Our proposed fashion boutiques or shop-in-shops will be offered to the consumer as duty-free and duty-paid. By tailoring our offerings in Concourse A and the South Concourse to meet the specific preferences of travelers, International Shoppes aims to provide a memorable shopping experience that generates revenues from an untapped category for the Port.

We understand that this category is especially subject to the ever-changing tastes of our customers. Furthermore, we will monitor changes in flight destinations and ensure that the brands we feature match the tastes of those travelers. International Shoppes is known for continually investing in its shops such that the brands featured match the demographics of the customers. As such, we will always be looking for “the next best thing” and change out brands to meet the demands of our customers. This is a never-ending process for us—we are never satisfied with the status quo.



iS JFK Terminal 1, Hermès

Concourse A

In Concourse A, International Shoppes is dedicated to providing travelers with a captivating fashion shopping experience. We will feature a series of fashion boutiques offering mid to high-level stand-alone branded boutiques. Since luxury tends to move in trends we are not planning to secure these brands until 2025 to make sure we are opening with the best offerings possible.

As you will see from our letters of support in the Appendix, we are targeting brands such as Longchamp, Coach, and Mont Blanc to name a few. These boutiques will showcase a diverse range of fashion items, including handbags, accessories, luggage, and more, catering to passengers seeking quality and style. We will plan to open one of the fashion boutiques with a sunglass concept that will include top fashion brands of Ray-Ban, Dior, Gucci and Prada amongst others. While one might think FL or CA has the most robust sunglass market, historically Washington state has ranked #1 in US for sunglass sales, making this sector a key focal point for incoming customers.

Moreover in Concourse A, we are excited to propose the introduction of the innovative ReKlaim concept from the second-hand watch market space. Passengers will have the opportunity to explore items from brands like Rolex and Omega in the watch sector to Hermes and Dior handbags. This concept not only provides travelers with unique procurement options but also promotes sustainability by extending the life cycle of these luxury goods.

South Concourse

In the South Concourse, our focus will be on luxury sunglasses as a shop in shop concept, allowing passengers to indulge in the latest eyewear trends from renowned brands such as Ray-Ban, Gucci, and Dior. This curated selection of sunglasses will provide travelers with a range of stylish and high-quality options to choose from, enhancing their travel experience with a touch of luxury and fashion. These brands will be featured in shop-in-shop or boutique style format, as the expansive South Concourse area will allow for such large-scale personalization.

ELECTRONICS

The large scale of the Concourse A and South Concourse locations will allow for flexibility in adapting our designs should all parties agree that electronics are a critical category for this operation. CAPI is a global leader in airport electronics. They have a keen interest in developing a section in our shops if the opportunity becomes available to them. A letter of support from CAPI that speaks to this relationship is included in the bid packet. Currently, CAPI has operations at airports throughout Europe and the Middle-East. Images of fixtures and shops that they have developed recently at airports are shown displayed to demonstrate how they could fit into our proposed designs.

DUTY-PAID

It is important to note that the only legally defined “duty free” merchandise categories are liquor and tobacco. The other categories are “duty paid” and can be sold to domestic-bound customers with the application of state and local taxes. As noted above confection, beauty, sunglasses and fashion will be offered to the consumer as a tax-free and duty-paid concept. We will create signage to clearly help attract the domestic traveler to maximize our revenue potential.



10.2.2 - WHY THIS APPROACH WORKS

International Shoppes is a family run business with owners and key stakeholders directly linked to the pulse of the business, giving us a distinct advantage in the marketplaces we choose to enter.

Other competitors have a “set it and forget it” mentality, where the merchandising plan is created at store opening and then never changes. We have often observed “mindless merchandising” such as Yankee and Red Sox hats being sold at airports outside of those markets, or not being able to sell key brands such as those offered by the Estee Lauder group. Our hands on approach creates a “set it, massage it, and then massage it more” mentality. Being quick to identify trends is vital to creating a first-class customer experience that can maximize sales. Our blend of a data-driven approach and deep understanding of passenger behavior gives our field team, buyers and senior management the tools to consistently collaborate to drive success for SEA.

Data Driven Decision Making

Our strategy is rooted in a data-driven approach that leverages historical sales data across our network of airports. This data-driven approach is a cornerstone of our success, allowing us to understand customer behaviors through key KPI’s such as sales by flight, category, etc. By analyzing historical data and watching the daily and hourly KPI’s, we gain valuable insights into passenger shopping habits, enabling us to quickly alter our product offerings at SEA to align with the specific needs and desires of the airport’s diverse passenger base.

Catering to Diverse Passengers

We know what it means to service a diverse mix of passengers, including international travelers on short, mid and long-haul flights and domestic passengers sprouting across the US. Our assortments are strategically chosen to cater to the varied preferences of all SEA’s passengers for personal use or gifts. For instance, passengers on Delta flights to Tokyo or London will have different preferences and spending habits compared to those on JAL flights to Tokyo or British Airways flights to London. Our historical data analysis enables us to customize our offerings accordingly, ensuring that we provide passengers with products that resonate with their unique preferences.

Global, National, PNW, & Seattle Appeal

Our product selection within these categories reflects a mix of global, national, regional, and local brands. This approach ensures that we can maximize sales by providing passengers with familiar options while also offering unique, locally sourced products that resonate with the Seattle and PNW culture. Our commitment to a wide product range will align seamlessly with the preferences of passengers traveling through SEA.



iShoppes’ Estee Lauder Corp. Store, IAD

10.2.3 - PASSENGER EXPERIENCES

International Shoppes is committed to offering the best experience for our customers. As such, we also offer unique experiences beyond the traditional shopping trip. We would plan to offer the following experiences:

Duty-Free Concept & USCBP Partnership

All duty-free stores in the US are subject to approval by the U.S. Customs and Border Protection (USCBP). We are proud to have a longstanding 60+ year partnership with USCBP, during which we have secured all necessary approvals, including various waivers, to create the best possible duty-free shopping environment for our customers. We will continue to collaborate closely with the local USCBP team at the Port of Seattle to ensure a seamless transition and to guarantee that SEA consumers can always purchase duty-free goods.

Duty Paid Concept

We will offer our selection of duty paid beauty, confection and fashion to the domestic travelers. This offering coupled with a strong discount program, as we explained in 10.2.4, will be inviting to those traveling through SEA, regardless of their destination.

Pre/Remote Ordering

International Shoppes was an early pioneer in offering pre/remote ordering services. Our customers have the convenience of placing their duty-free orders before arriving at the airport and picking up their packages as they board their flights. Additionally, we provide in-store pick-up options for duty-paid products. To promote this service, we will strategically place signage throughout the airport terminals, encouraging travelers to shop from their mobile devices while waiting for their flights. We would welcome the opportunity to partner with SEA and their airlines and ride sharing services to promote our pre-order service prior to passengers arriving at the airport.

Digital Kiosks

We are dedicated to enhancing the passenger experience through digital innovation. International Shoppes has the ability to deploy custom-built digital kiosks featuring tablets that grant customers easy access. These kiosks can be strategically located throughout the airport, subject to regulatory approval, to encourage additional and convenient duty-free / duty-paid purchases beyond traditional brick-and-mortar locations. This initiative will ensure that travelers have access to duty-free / duty-paid shopping opportunities at their fingertips throughout the airport. It should also be noted that if advertising space was granted we can also achieve this program through a visual QR Code to help achieve sustainability.



Digital Kiosk Prototype

Tasting Areas

We understand the importance of offering passengers a sensory shopping experience. In our store designs, we have incorporated areas in both Concourse A and the South Concourse whereby customers will have an interactive tasting experience with liquor, wine, and confectionery products that we are promoting. These areas will be staffed by sales professionals who are trained by the respective brands being featured. Product rotations will occur weekly in the designated HPP areas and quarterly in pop-up locations. We are fully committed to conducting these tasting activities in compliance with all local and state regulations, having successfully done so at other airports across the United States. These tastings drive incremental sales volume while delight travelers with a unique opportunity to try something they are familiar with or better yet new.

Beauty Experiences

We believe in offering comprehensive beauty experiences for travelers. Collaborating with various beauty brands to provide makeovers, fragrance testers as well lips, skin care, and treatment testing creates a memorable moment. Like liquor and confection, we will create beauty HPP and pop-ups areas that offer passengers a chance to explore the latest trends in the sector. Our sales force is highly trained to assist in finding the perfect scent, cream or color to meet the customer's skin type. These beauty experiences will be tailored to meet the needs and preferences of all travelers.

10.2.4 - WINNING NON-DUTY FREE PASSENGERS

We recognize that those traveling domestically often hesitate to cross the lease line into a duty-free store, even though they are eligible to enjoy duty-paid goods such as beauty, confectionery, sunglasses, and fashion items, through the application of the local sales tax. To address this, we carefully designed our store layouts to create a welcoming environment that helps break down the stigma that duty-free shops are exclusively for international passengers. We employ multiple entryways whenever possible to establish separate entrances for duty-free and duty-paid sections. Historically, our duty-paid sections are referred to as “iS Beauty” or “iS Style”. Additionally, when we can, stand-alone branded boutiques are created that have their own dedicated entryways. This approach ensures domestic passengers feel comfortable and invited to explore our offerings. Other options to entice our duty-paid offering is as follows:

Digital Campaigns & Targeted Promotions

International Shoppes has established partnerships with several beauty houses to run targeted promotions via Uber partnerships or digital campaigns in terminals that allow for such activities. If provided with the opportunity, we can collaborate with SEA to create a comprehensive program that strategically utilizes digital platforms to reach all passengers, including those traveling within the US. This would involve tailored promotions and advertisements to mobile devices, enhancing visibility and enticing passengers to explore shopping options that they may not realize they are entitled to.

Sales Force Expertise

Our highly trained sales force is fully aware of the challenges involved in attracting domestic passengers into duty-paid areas. During customer interactions, they proactively identify travelers and their destinations. Our “know your customer” approach allows us to quickly identify a domestic traveler, and pivot the engagement towards goods they are eligible to purchase.

Airport Exclusives & Consumer Knowledge

Our buying team partners with our vendors to assure we have a constant rotation of newness that ranges from new to market to airport exclusives. In cases such as beauty and confectionery, these new / exclusives are available for the duty-paid consumer as well as our traditional duty-free consumer. For those unique domestic travelers that are already informed of their eligibility, having those unique offerings is key for them to cross the lease line and enhance their airport experience. Our sales force is trained to educate customers about these new and or exclusive products, encouraging passengers to make duty-paid purchases and providing an added incentive for domestic travelers.

Discounts on Multi-Unit Sales

We understand that providing incentives is crucial to converting browsers into customers, thus maximizing spend. In this regard, International Shoppes offers attractive discounts on multi-unit sales. For instance, in our beauty & sunglass sections, we implement a “buy 2, save 10%” discount, allowing customers to enjoy savings while shopping in the airport environment. While most customers perceive airport pricing as high, our philosophy of trying to be at or below street pricing makes the airport shopping experience more appealing to all customers.



Digital Campaign, JFK T1





iSEA by iShoppes

Historically, we have deployed our “iS” logo ahead of the concept name that is being featured in our shops. For example, iS Duty Free is the logo featured on top of our duty free stores. In the case of this opportunity, we are proposing the combination of “iS” with “SEA” to deliver a localized approach to store signage. We love the interplay between our corporate branding and the SEA IATA code that results in something familiar but new to our PNW operation. The “iSEA” verbiage would be used in the following ways:

iSEA Duty Free will be used on our Concourse A, South Concourse and North Concourse duty free locations.

iSEA Style will be used on the portions of the Concourse A and South Concourse locations that feature multi-branded fashion products.

iSEA Beauty will be used on the portions of the Concourse A and South Concourse locations that feature multi-branded beauty products.

iSEA Pop-Up will be used in both Concourse A and South Concourse on top of the areas dedicated to quarterly brand change outs and localized product offerings.

This approach not only provides consistency and continuity amongst the spaces, but it also helps to segregate the duty free products, that are limited to international passengers, from the duty paid products that can be sold to all passengers, regardless of their destination. We have found that “duty free” can often times be off-putting to American based customers, or customers traveling domestically. This approach to store signage will result in more domestic passengers feeling comfortable approaching our locations and shopping with confidence.



Renderings of our Signage at SEA

10.2.5 - FREQUENCY OF OFFERING ROTATIONS

Maintaining a fresh and engaging shopping experience is a top priority. To achieve this, we implement a comprehensive strategy that addresses the frequency of offering change outs and/or rotations:

High-Performance Products (HPPs)

HPPs are a key element of our strategy, and we designate multiple locations within our stores for various categories to be showcased. HPPs are offered to vendors on a bi-weekly or monthly basis and allows for a front and center platform for their brands to ensure a regular infusion of new and exciting products. You will see zones marked as “HPP” on our proposed floor plans in both Concourse A and South Concourse.

Tasting Bars

We rotate products to be featured on our tasting bars on a weekly basis, allowing vendors to sample one or multiple brands from their portfolio. The tasting bars will be clad with visual elements allowing for additional brand building to support the promotion. These weekly rotations keep the tasting experience fresh and provide passengers with the opportunity to discover and savor different products each time they visit.

Pop-Up Experiences

We will allocate approximately 400-500 square feet of dedicated space for pop-up experiences in both the Concourse A and South Concourse locations. The spaces will be allocated to a brand for a 3-6 month engagement, creating an immersive and interactive experience that marries the customer to the brand. Examples of the scale and quality of the sort of experiences we envision at SEA are shown to the right.

Store Fixtures and Design

Our store fixtures are built to the highest standards while maintaining a modular design. Thru KPI's we can tell if a personalized section or brand is not performing as expected, we then quickly identify trends and work closely with the vendor to address any issues. If a brand or category is not resonating with customers, we have the flexibility to replace these customized units overnight with a new concept. This seamless transition ensures minimal disruption to the customer journey.



Lindt Master Chocolatier Tasting Bar, JFK T1



JFK T1 Pop-Up Q1'23 (Makers Mark)



JFK T1 Pop-Up Q2'23 (Dobel Tequila)








TAB 10.3

UNIT DESIGN, MATERIALS, CAPITAL INVESTMENT, & ESTIMATED TRA DESIGN COSTS





TAB HIGHLIGHTS

-  **DESIGN WORTHY OF THE GREAT PNW**
From a Peace Crane installation, to wood ceiling structures that pay homage to lush forests, each of our designs for the spaces considers what it means to be in the PNW.
-  **HIGH-VISIBILITY FOR LOCAL PRODUCTS**
Our designs feature local products in high visibility areas to encourage local travelers to pick up their favorites, or other travelers to bring home mementos from their stay.
-  **SUSTAINABILITY FIRST DESIGN**
We are committed to the sustainability goals set for the project and have considered them throughout our designs - from materials choices to sourcing methodologies & beyond.
-  **MAXIMIZING SHOPPABLE SPACE**
Our design maximizes the available space to provide a seamless shopping experience.
-  **150 SF OF STAGE SPACE**
Our design more than doubles the requirement for stage space, significantly increasing the opportunity to feature prominent local performers.
-  **5 DESIGNATED HPP/POP UP SHOPS**
We have reserved five designated areas for a rotating assortment of products to encourage timely offerings and an ever-changing experience for passengers.
-  **\$29,226,500 COMMITTED**
We are committed to a Capital Investment of \$29,226,500 across Concourse A, the South Concourse and Concourse N

DISCOVERING THE PACIFIC NORTHWEST



CRAFTING A SENSE OF PLACE

Seattle-Tacoma International Airport (SEA) represents a vibrant region - from Seattle's iconic skyline to Washington State's natural wonders, this region is a tapestry of culture, technology, and nature. As we work to enhance SEA's offerings, we commit to capturing, preserving and enriching the unique spirit of the Pacific Northwest through our proposed designs. We've considered and committed to the Design Guidelines and have created, what we believe, is a compelling love letter to the region as well as functional stores to serve the passengers at SEA.

DESIGN GUIDELINES

1 Distinctive, awe-inspiring natural environments

Invoke the feel of mountains, forest, water, and sky.

2 A dynamic, vibrant built environment

Reference the cities, neighborhoods, parks, and buildings of the Pacific Northwest—both historic and modern-day.

3 Rich, diverse culture and history

Consider the various events, arts, entertainment, sports, and education happening in the region.

4 A pioneering, cutting-edge spirit

Think of the early settlers to the region, trade and commerce, industries (like timber, fishing, biotech, and aviation), and technology.

5 The people

Who we are today and the groups and individuals who have been significant in the region's past.

6 Thriving international trade, commerce, and tourism

Think of ways to create experiential zones that create Pacific Northwest setting by combining visual elements with other senses such as sound, smell, and touch.

7 Green values

Creating and maintaining a sustainable environment.

8 Dining, retail, and advertising

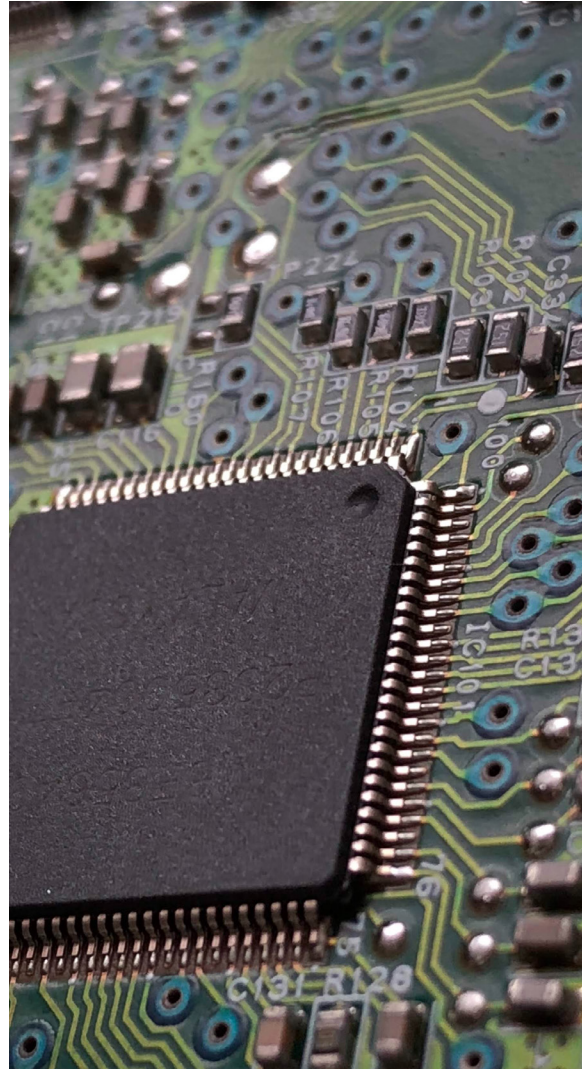
Develop relationships with appropriate brands and concepts.



CONCOURSE A HISTORIC & MODERN INDUSTRY

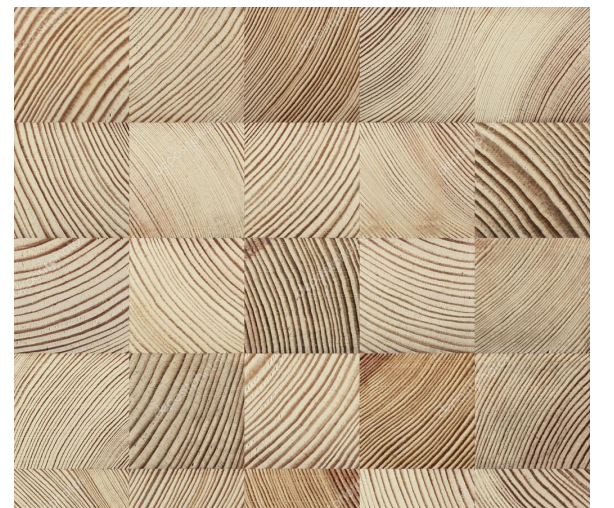
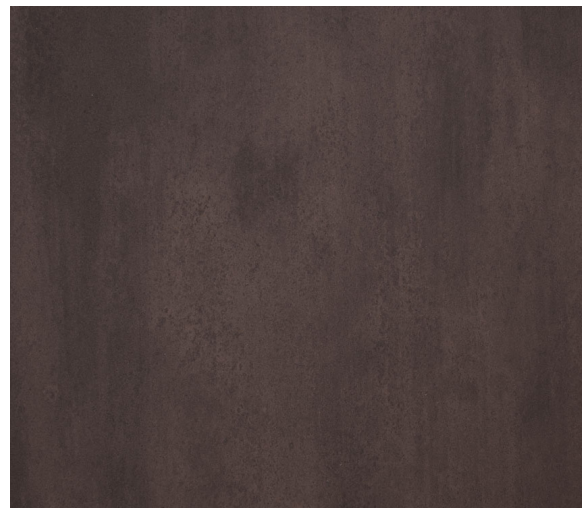


CONCOURSE A HISTORIC & MODERN INDUSTRY



INSPIRATION

At the core of the Pacific Northwest lies an entrepreneurial spirit and a deep commitment to craftsmanship. As such, the color and materials palette draws inspiration from the earthy hues of wood and metal, paying homage to the dense woods and industry of the region.



CONCOURSE A

KEY FEATURES

ROBUST CATEGORY OFFERINGS

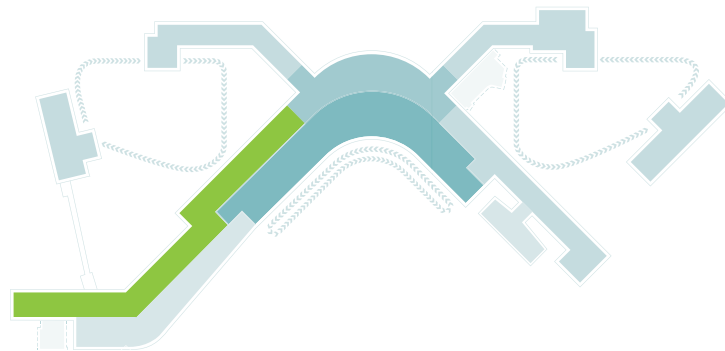
The proposed design features a mix of beauty, liquor, tobacco, confection, fashion and electronics categories, as well as multiple areas for rotating High Profile Products (HPP) and Pop-up shops for locally sourced goods.

CIRCULATION & VIEWS

Fixture heights and spacing have been carefully considered to allow for views through the terminal and for passengers and their bags to easily navigate the environments.

DIGITAL ELEMENTS

High resolution digital screens have been strategically placed to activate the space. The rotating content will reinforce the HPP and Pop-up campaigns as well as feature local images and art.



- BEAUTY
- LIQUOR
- CONFECTION
- TOBACCO
- HPP/ POP-UP





PROGRESSIVE NORTHWEST MODERN

The proposed design aligns with the existing architecture of the terminal and is rooted in the unique blend of modern design and the regional influences of nature - a combination unique to the Pacific Northwest.



SHOP LOCAL

Showcasing handcrafted goods and regionally inspired treasures, this section of our store offers an opportunity to taste and shop local chocolates, wines and spirits encouraging passengers to bring a piece of the region home with them.



ELECTRONICS & GLOBAL BRANDS

In addition to local favorites, product offerings will include a wide selection of globally known brands and electronics for passengers looking for last minute tech updates for a flight.



iSEA POP UP

This pop-up space provides an opportunity for local brands to gain primary visibility. It is geared towards attracting local travelers with familiar brands they love while providing international travelers with a memorable opportunity to discover and bring home local treasures.



CITY OF MUSIC STAGE

This permanent performance space will feature up-and-coming artists as well as headlining names, set against a digital column featuring local sights, it is the perfect local pairing with the luxury brands housed in the space.



INTO THE WOODS
 Inspired by the Pacific Northwest's deep connection to its lush forests, our design proposes a sculptural timber ceiling fixture that reinterprets the experience of exploring the woods for this luxury setting.





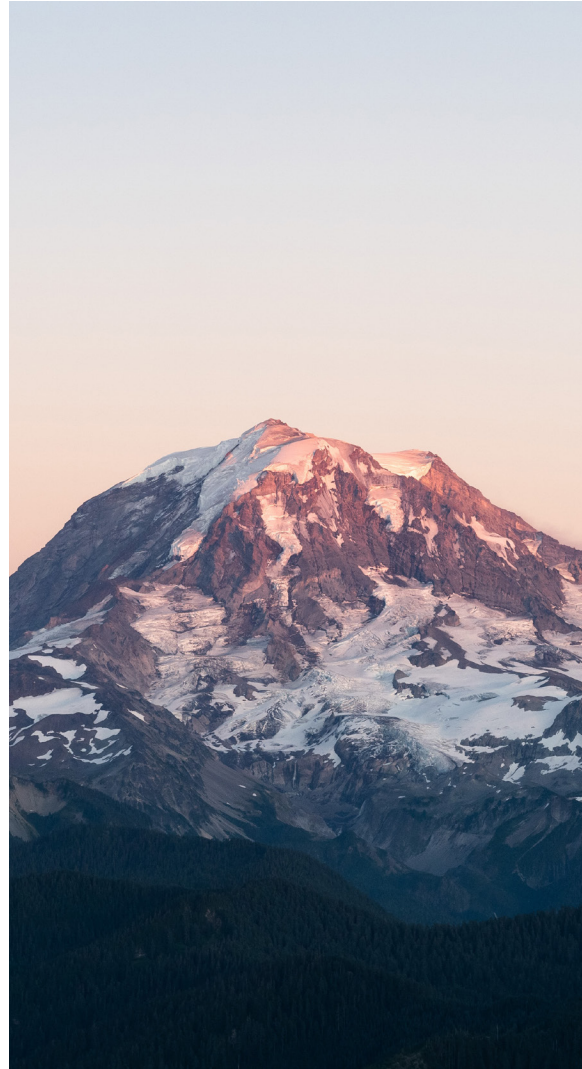
NAVIGATION-AND-VISIBILITY-FIRST DESIGN

Our proposed design prioritizes easy navigation for passengers while providing many points of high visibility for local and luxury brands. It allows rushing passengers opportunities to grab products on the fly and other passengers more room and space to explore, should their schedule allow.

CONCOURSE S CULTURAL DIVERSITY



CONCOURSE S CULTURAL DIVERSITY



INSPIRATION

Seattle and its surrounding region thrive by cherishing their multifaceted heritage, contributing to a dynamic and diverse community. Our chosen material palette and design features honor this cultural diversity and the rich history of Washington, represented by vibrant accents of color set against a neutral and refined base.

CONCOURSE S

KEY FEATURES

DIVERSE CATEGORY OFFERINGS

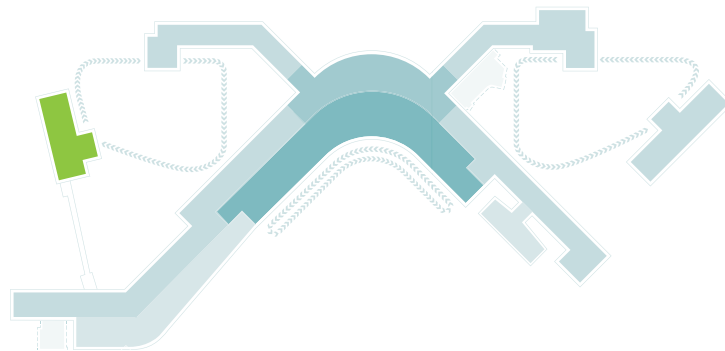
The proposed design features a mix of Beauty, Confection, Sunglass, Electronics, Liquor and Tobacco categories as well as multiple areas for rotating High Profile Products (HPP) and Pop-up shops for locally sourced goods.

SHOP-IN-SHOPS

The large expanse of this new retail environment allows for a range of high-quality brands to choose from in designated shops.

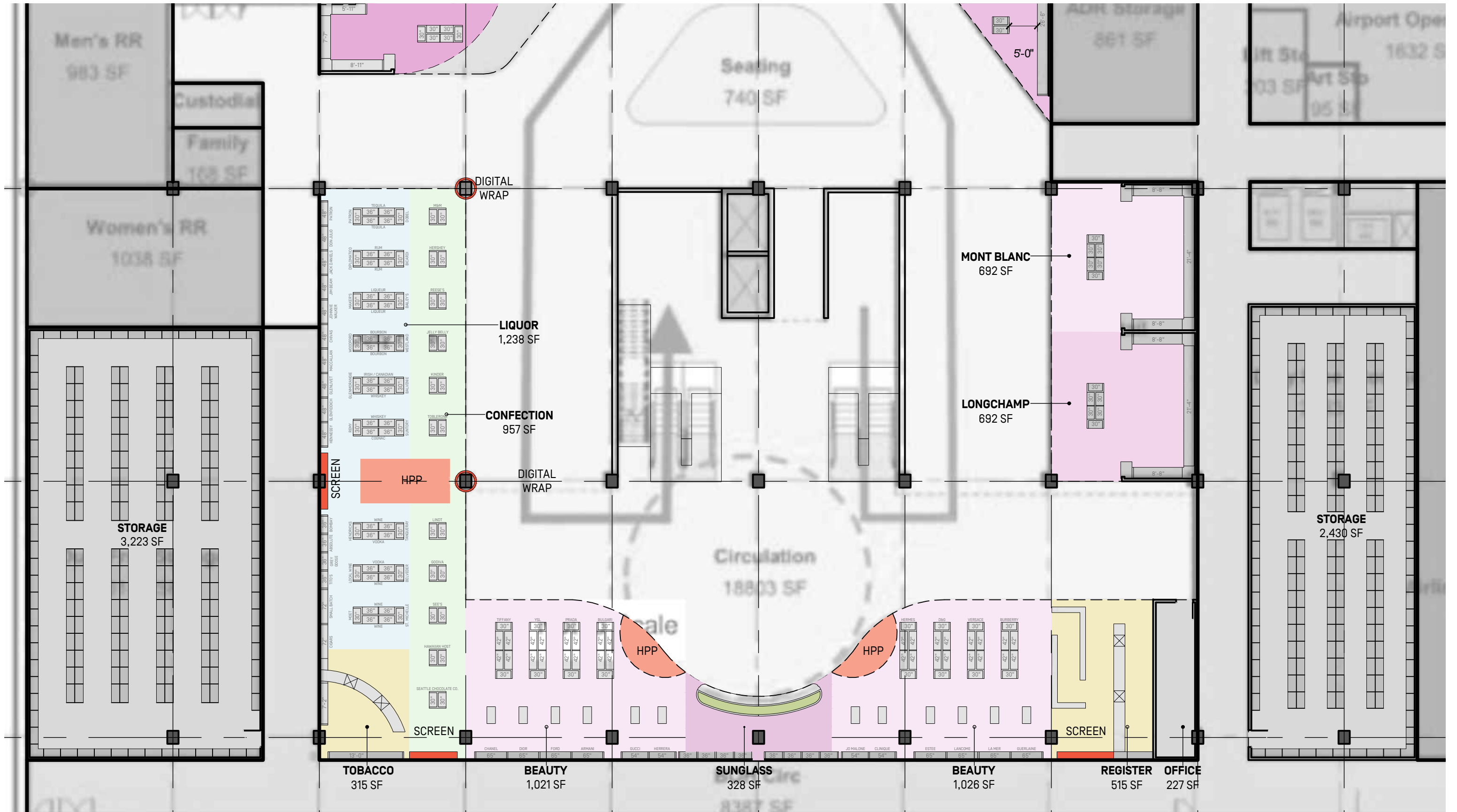
ART INSTALLATIONS

The double-height space above the south end of the concourse provides an opportunity for a memorable large-scale art installation that captures passengers imagination and the aura of the region as they make their way from the shuttle to their gates.



- BEAUTY
- LIQUOR
- CONFECTION
- TOBACCO
- HPP/ POP-UP









ISEA POP UP

This pop-up space provides another opportunity for local brands to gain primary visibility among passengers. The offering is geared towards attracting local travelers with familiar brands they love while providing international travelers with a memorable opportunity to discover and bring home mementos from their trip.



SHOP-IN-SHOPS

Shop-in-Shops provide space for globally recognized retailers to create a shop within a shop, encouraging passengers with more time to peruse their offerings in a more traditional shopping space.



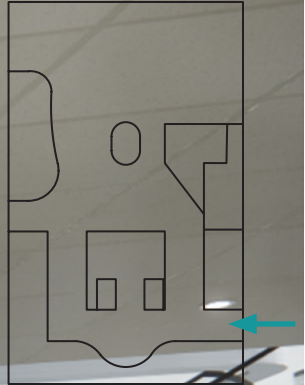
COLOR-CHANGING LIGHTS

The light cove above the Duty Free shop has the ability to change colors, to marry with the digital campaigns on the columns, to help activate the space - or to celebrate a certain occasion, like another Seattle Sounders MLS Cup win!



ACCESSIBLE SEATING

Set in the midst of the beauty brands, seating that provides a place for passengers to rest, take a break from shopping and admire the incredible art installation above. Its sculptural design speaks to the installation and roots it as a fixture in the space.



SCULPTURAL PEACE CRANES

The double-height space above the south end of the concourse provides an opportunity for a memorable large-scale art installation that captures passengers imagination. In this design, we propose a sculptural art piece inspired by Origami Peace Cranes that are ever present around Seattle. The Peace Cranes represent fulfilling one's dreams and a commitment to peace. The cranes are complimented by wooden nests that represents their journey home - a concept we hope will resonate with travelers.

CONCOURSE N CANYONS & RIVERS

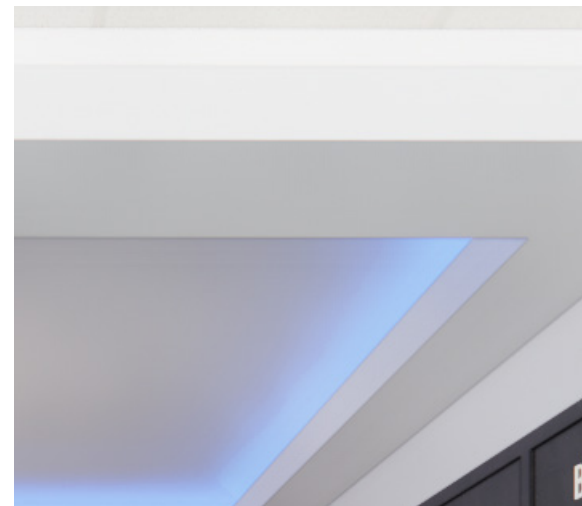


CONCOURSE N CANYONS & RIVERS



INSPIRATION

The Pacific Northwest is graced with a breathtaking landscape of canyons and rivers, where cascading waters and dramatic gorges carve their way through lush forests and rugged terrain, providing both natural beauty and recreational opportunities. Our design inspiration comes from organic shapes, movement, unexpected moments in blues, browns, greens, and white.

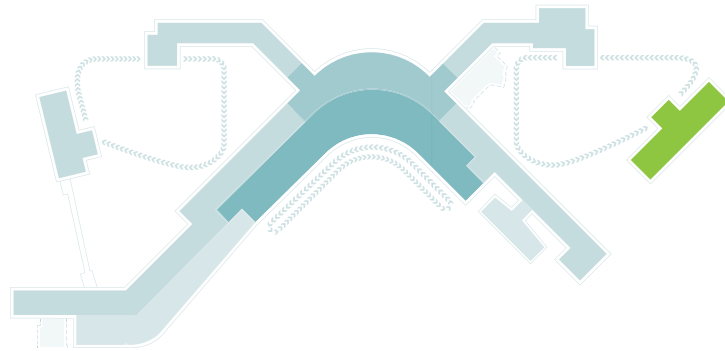


CONCOURSE N

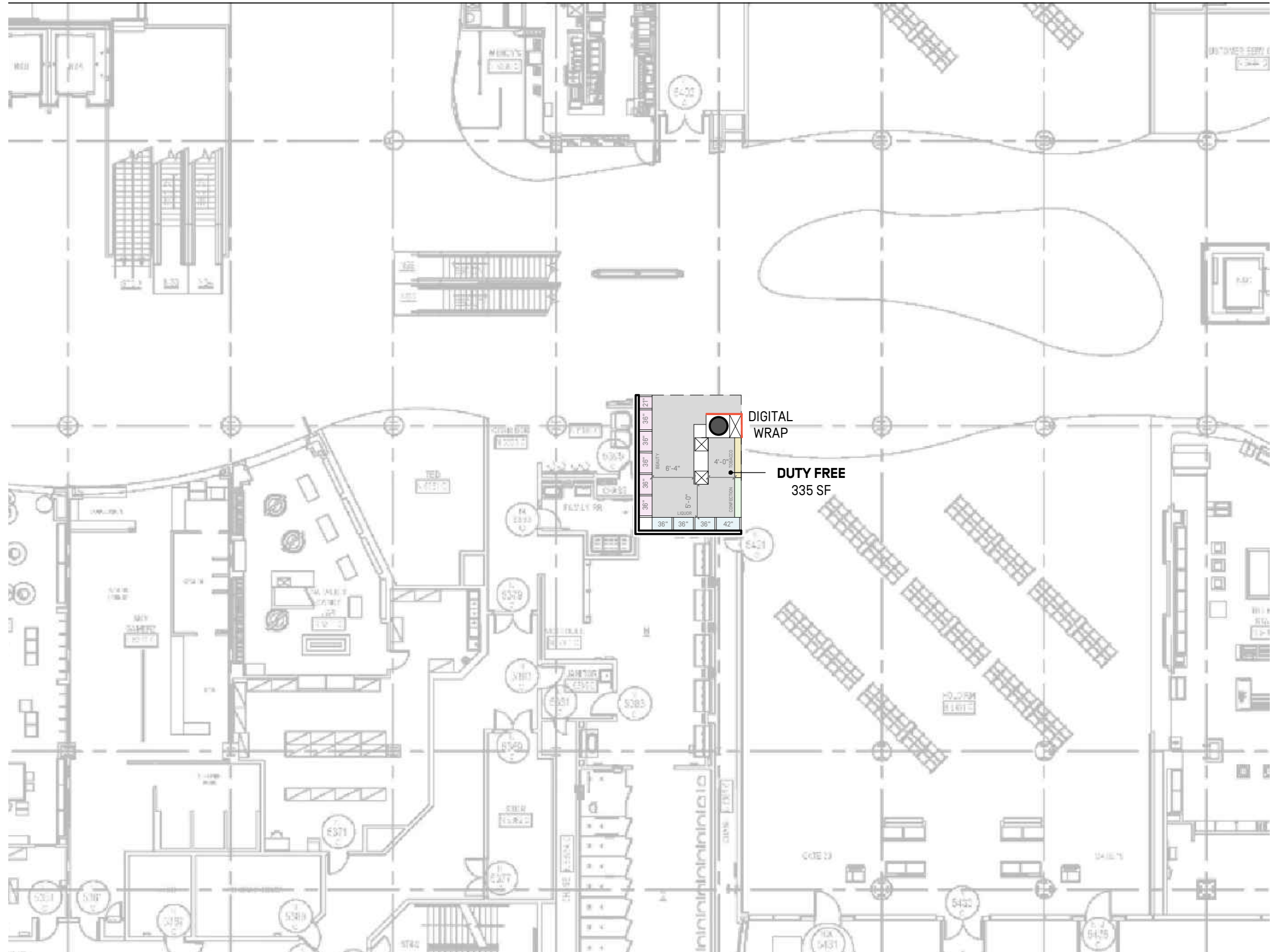
KEY FEATURES

SMALL BUT MIGHTY

Our goal in a 358 sqft space is to give the customer access to a little bit of everything. We will consider this a “Top 20” store, which means we will have the top performing skus from each core duty-free category (liquor, wine, confection, beauty and tobacco) present for the consumer. In addition to selecting the right mix, we will use our e-commerce platform to offer customers a range of goods from our other locations.



- BEAUTY
- LIQUOR
- CONFECTION
- TOBACCO
- HPP/ POP-UP





CLEAN, SIMPLE & LUXURIOUS

In such a small location, simplicity often works best. Our design focuses on creating clean product wall fixtures and simple designs. Digital signage will grab the attention of passing passengers to alert them to the smaller store, but once inside, the simple design allows top performing products to do the work.

ENVIRONMENTAL SUSTAINABILITY



ENVIRONMENTAL SUSTAINABILITY

OUR AUTHENTICITY & SUSTAINABILITY GOALS

1 Local Sourcing

Source materials locally to reduce transport-related carbon emissions, like using wood from sustainably managed forests in the Pacific Northwest.

2 Recycled and Reclaimed Materials

Opt for materials that incorporate recycled or reclaimed content, such as recycled glass countertops, reclaimed wood for flooring or furniture, or recycled metal fixtures.

3 Durable and Long-lasting

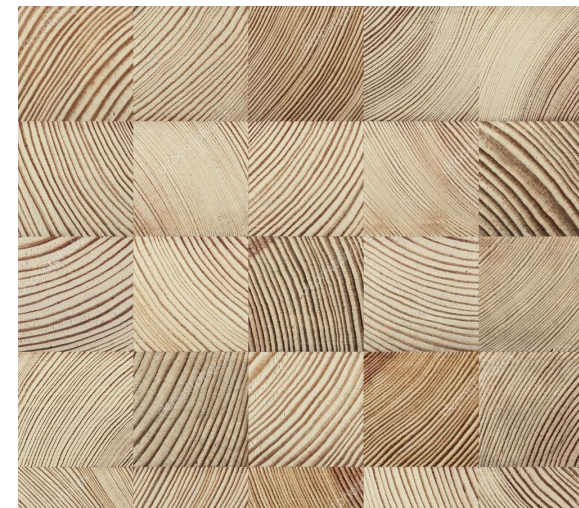
Prioritize materials that are durable and require minimal maintenance. Longer-lasting materials reduce the need for replacements, which can save resources in the long run.

4 Low VOC Emissions

Select materials with low or no volatile organic compound (VOC) emissions to ensure better indoor air quality. This is especially important for paint, adhesives, and finishes.

5 Energy-Efficient Lighting

Incorporate energy-efficient lighting solutions, such as LED fixtures and controls like motion sensors or dimmers. These not only reduce energy consumption but can also take advantage of natural daylight, which is important in a region known for its variable weather and limited daylight hours during certain seasons.



RECLAIMED WOOD CEILING & FLOOR ACCENTS Pacific Northwest Timbers

Authenticity

Wood is an ideal material choice for a project in the Pacific Northwest, a region rich with some of the world's most lush forests. Wood's natural warmth and versatility resonate with the region's commitment to embracing its forestry heritage, while simultaneously serving the durability needs of an Airport. Local sustainable wood sourcing aligns with the region's environmental ethos and provides an opportunity to promote a local business. Its aesthetic qualities, from the varied grain patterns to the natural warmth it creates, makes it a timeless and fitting choice for the interior design of this project. Natural wood also meets one of the terminal's core tenants in that it is "honest" and not a material trying to look like something else.

Sustainability

Pacific Northwest Timbers is one of the very few wood processors in the country that exclusively sells FSC Recycled 100% post-industrial recycled content. These timber and wood products generate double the LEED points vs. FSC 100% and FSC MIX credit wood. At the end of its long, useful life in building applications it is 100% recyclable. Furthermore, Pacific Northwest Timbers is certified by the Forest Stewardship Council, a non-profit organization devoted to encouraging the responsible management of the world's forests.

RECYCLED GLASS TERRAZZO FLOOR Terrazco LEED Series

Authenticity

A recycled glass terrazzo floor is another great choice for a project in the Pacific Northwest. Its eco-friendly composition aligns with the region's strong commitment to sustainability and its radiant appearance can mimic the reflective qualities of water, harmonizing with the region's abundant natural beauty. Terrazzo is a durable material that can stand up to a heavily trafficked airport terminal.

Sustainability

The use of recycled glass diverts waste from landfills, contributing to environmental conservation. The LEED Terrazzo Series includes terrazzo designs with 70% post-industrial or post-consumer recycled aggregates.



DURABLE METAL FIXTURES
American Metal Craft

Authenticity

Aluminum building components can be repeatedly recycled back into similar products with no loss of quality, and aluminum in its various forms provides the most valuable component for most municipal recycling efforts.

Sustainability

The total recycled content of domestically produced, flat rolled aluminum used for the manufacture of American Metalcraft panel systems is estimated at approximately 80%. The recycled content (40 % of the total content) comes from post-consumer and post-industrial sources. Aluminum products have the highest level of long term performance, are weather, stain and impact resistant, offer uniform quality and are non-combustible.



RECYCLED GLASS MOSAIC COLUMN COVER TILE
Oceanmosaics - Tidepool Blue

Authenticity

Matching other mosaic clad columns throughout the concourse, blue glass mosaic tile is a perfect choice for the Pacific Northwest, as it captures the essence of the region's abundant water bodies and coastline, infusing interiors with a sense of tranquility and a connection to the area's striking aquatic landscapes.

Sustainability

Resistant to stains, fades, discoloration and made from 99% recycled glass, the slight shade variations are what makes the characteristics of this blue tile so unique.



BIOBASED WALL COVERING
Carnegie Xorel - Calabria

Authenticity

Light brown is an ideal color choice for the Pacific Northwest as it mirrors the earthy tones of the region's abundant forests, mountains, and coastline, evoking a sense of warmth and connection to nature.

Sustainability

Carnegie is the first, and only, 100% PVC-free textiles and materials company. Carnegie introduced Biobased Xorel, a plant-based product with a significantly reduced carbon footprint. Every 200 yards of Xorel offsets the same amount of carbon dioxide as an acre of trees.



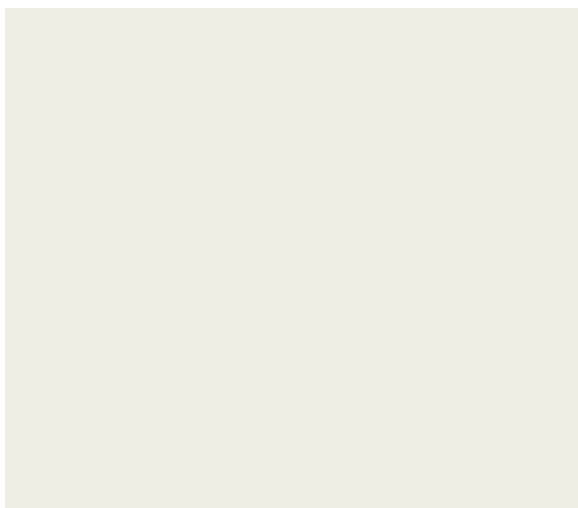
RECYCLED PLASTIC POINT-OF-SALE SURFACE
Polygood Panels - Timeless Duo

Authenticity

Used for point of sale counters and seating areas, this material resembling a snow-capped mountain reflects the region's iconic snowy peaks, invoking a sense of natural beauty and a connection to the area's stunning mountainous landscapes.

Sustainability

Polygood is a surface material made from 100% recycled plastic by The Good Plastic Company. The sustainable advantages of this material are equaled by its distinctive aesthetics. Each pattern has its own unique back story. Polygood panels are produced from a wide range of post-consumer and post-industrial plastic waste sources, from refrigerators to single-use cutlery, electronics and industrial consumables.



LOW VOC PAINT
Benjamin Moore - White Dove

Authenticity

A neutral off-white color palette is well-suited for the Pacific Northwest, as it complements the region's natural beauty, offering a timeless and calming backdrop that harmonizes with the surrounding lush greenery and diverse landscapes.

Sustainability

Benjamin Moore offers a wide range of premium low-VOC products. Their innovative Gennex® Color Technology is a zero-VOC colorant and their products qualify for LEED v4 Low Emitting Materials credit.



ENERGY EFFICIENT LIGHT FIXTURES

Authenticity

Color and temperature changing lighting can be used to mimic a natural circadian rhythm as well as celebrate special occasions and bring a pop of color and energy to spaces with no or limited natural light.

Sustainability

LED lighting offers significant sustainability benefits by consuming significantly less energy than traditional incandescent bulbs, resulting in reduced electricity usage and lower greenhouse gas emissions, while their longer lifespan reduces the frequency of replacements, minimizing waste and environmental impact. Additionally, LEDs are free of hazardous materials such as mercury, making them a cleaner and safer lighting option that contributes to a more eco-friendly and sustainable future.

10.3.5 - FORM A.9

International Shoppes has an impressive track record of constructing over a hundred thousand square feet of duty-free and travel retail stores within North American airport facilities.

Our success is attributed to strategic partnerships with exceptional designers, architects, millworkers, and general contractors who possess a deep understanding of the unique challenges associated with operating in an airport environment. By collaborating closely with these key stakeholders and conducting thorough research on recently completed airport projects, including those at SEA and elsewhere in the country, which has refined the estimates for build-out costs.

We take a proactive approach to shop maintenance and redevelopment, ensuring that our stores maintain a high standard of excellence, regardless of contractual refurbishment timelines. This commitment to upkeep and enhancement is backed by a substantial financial allocation, which is set to be invested before reaching the midpoint of the contract period.

The amounts shown on form A.9 represent the total dollars invested into the respective locations. We expect that about 35% of this total investment will be supported by the brands to be featured. Such investments into these programs is customary by our suppliers, as most will develop personalized sections or fixtures that are partially or totally funded by the brand owners. This results in stores that are very much personalized to reflect the brands' DNA and also drives down the capital required by our team to develop this beautiful program.

Finally, it should be noted that we are fully committed to the development of the newly formed duty-free spaces in Concourse A and the South Concourse. In Concourse A, we have enough information from the RFP to map out a firm understanding of the budget needed to design and build the space. However, in the South Concourse our dedication is met with a significant challenge as we lack the necessary plans and design standards to move forward effectively. Without these critical guidelines, the project design was a challenging task. Nonetheless, we have allocated approximately \$10 million towards the budget for the South Concourse, emphasizing our commitment to its realization. The ultimate design and scale will be finalized once we have firm standards and specifications from SEA, ensuring that the South Concourse not only becomes a reality but also meets the highest industry benchmarks.

10.3.5 - FORM A.9

Form A.9 CAPITAL INVESTMENT FORM

Proposers are required to submit their proposed capital investment for each location.

Location: Concourse A

Square Feet: 12,000

Initial Capital Investment	Amount	Percent of Initial Capital Investment
Leasehold Improvements (Non-Base Building)	\$6,510,000	35%
Furnishings, Fixtures, Equipment	\$10,230,000	55%
Design, Engineering, and Construction Management (Non-Base Building)	\$1,860,000	10%

Location: South Concourse

Square Feet: 13,000

Initial Capital Investment	Amount	Percent of Initial Capital Investment
Leasehold Improvements (Non-Base Building)	\$1,500,000	15%
Furnishings, Fixtures, Equipment	\$7,500,000	75%
Design, Engineering, and Construction Management (Non-Base Building)	\$1,000,000	10%

Working Capital

Amount of Working Capital Available \$ 40,000,000+

Source of Working Capital (List below):

Cash

Credit line (if needed)

10.3.6 - ESTIMATED DESIGN & ENGINEERING COSTS, AND WMBE GOALS

It should be noted that the TRA design estimate included on Form A.10 was completed by a partnership amongst AvAir Pros and Gensler. International Shoppes identified and engaged these firms, both leaders in their respective fields and both having extensive experience at SEA, to ensure that our response on this form can be taken with a high degree of certitude for all parties. AvAir Pros, Gensler and International Shoppes also developed plans to launch the work required as part of the TRA quickly and efficiently, once awarded.

This team used a number of inputs starting with the construction estimate provided in the RFP and accounted for a series of risks for projects of this size and scale. These details resulted in the design and engineering estimates included on Form A.10. Note that we also included details of AvAir Pros' estimated project management fee as well as the estimated GC preconstruction fees, as these services will be included in the design phase.

AvAir Pros and Gensler also developed the estimated WMBE goal listed on this form. See the appendix for their letters of support.

The completed Form A.10 is included on the following page.

10.3.6 - FORM A.10

Amended Form A.10 CONCOURSE A TRA DESIGN ESTIMATE

Proposers are required to submit their proposed TRA design estimate based on the renderings provided. Please note that this estimate is for base building work only and is to assist the Port. The Selected Respondent and Port will negotiate the final design and engineering cost through the TRA process.

Location: Concourse A

Square Feet: 12,000

ESTIMATED DESIGN AND ENGINEERING SERVICES COSTS

Initial Capital Investment	Amount
Design, Engineering, (Base Building)	
	Design/Engineering: \$3,180,040; AvAir Pros Project Management: \$411,135; GC Precon: \$1,728,850

ESTIMATED WMBE GOAL 15 %



TAB 10.4
FINANCIAL OFFER
& FINANCIAL PROJECTS

TAB HIGHLIGHTS

- Major Increase from Existing Duty Free Rent
- Rent Increases as Business Grows
- Offer of a Flexible Contract Takeover



10.4.1 - COMPLETED FINANCIAL OFFER

How we propose rents [Offer and Alt. Offer]:

International Shoppes is thrilled to be part of the bidding process for SEA's duty-free operation. We've invested a substantial amount of effort and dedication to ensure that our proposal not only represents our organization but also the exceptional team you'll collaborate with if we are chosen. In Section 10.4.1 Form A.11, we present our financial offer, which complements the creativity, design, management, sustainability, and other crucial elements we've emphasized throughout our proposal. Our financial proposal showcases two distinct options for SEA's consideration.

The first option, known as our "Offer," aligns with the straight percentage rent structure, but with a unique twist. While SEA's guidelines suggest rent escalation by 2% in years 7 and 14 if international enplanements rise by 5% in years 1-6 and 7-13, we are committed to increasing our rents by 2% at each breakpoint, irrespective of these milestones. This demonstrates our commitment to a consistent, predictable, and mutually beneficial financial arrangement.

The second proposed option, the "Alternate Offer," begins at 23.5% and maintains this rate without any escalation over the entire 20-year term. This allows SEA to enjoy a higher rent for the majority of the term while also providing iShoppes' with a rent ceiling that is at a sustainable figure.

We understand that financial considerations are a critical aspect of your decision, and we believe our proposals provide the flexibility and stability that align with SEA's objectives. We look forward to further discussions and the opportunity to contribute to SEA's success.

FLEXIBLE TAKEOVER BENEFIT

International Shoppes offers a flexible takeover of SEA's duty-free operations at any point before the new contract commences. Our commitment to excellence means you can rely on us as a safety net should SEA feels that the current operator is not meeting expectations or has lost interest.

We are committed to offering the same percentage rent as specified in the RFP for years 1-6 of the new contract during the transition period. This commitment enables SEA to maximize its revenue potential from the duty-free operation.



10.4.1 - FORM A.11: FINANCIAL OFFER

Amended Form A.11 FINANCIAL OFFER

Proposer acknowledges that the financial offer listed is for the first six (6) years of the L&C Agreement. The financial offer proposed may increase in accordance with Section 5.3 of the L& C Agreement.

Total Gross Sales

Flat Rate Percentage Fee

MINIMUM ACCEPTED BY THE PORT OF SEATTLE IS TWENTY PERCENT (20%)

Proposed Percentage Fee in Number Format	Proposed Percentage Fee in Words
21 %	Twenty-one percent

OR

Tiered Percentage Fee of: (Add tiers as necessary on a separate sheet of paper using this format.)

MINIMUM ACCEPTED BY THE PORT OF SEATTLE IS AN EFFECTIVE RATE OF TWENTY PERCENT (20%)

Annual Gross Sales	Proposed Percentage Fee in Number Format	Proposed Percentage Fee in Words
Annual Gross Sales less than \$_____.	____%	
Annual Gross Sales between and \$_____.	____%	
Annual Gross Sales equal to or greater than _____.	____%	

FORM CONTINUES ON NEXT PAGE



10.4.1 - FORM A.11: FINANCIAL OFFER

The signature of the Authorized Representative certifies that this Financial Offer is supportable throughout the term of the Agreement.

ATTEST:

International Shoppes, LLC on behalf of International Shoppes SEA Partners, LLC

(Company Name)

Scott Halpern

(Witness Signature)

BY:

(Signature of Authorized Representative)

M. Greenbaum

(Printed Name of Authorized Representative)

ALL PROPOSAL FORM(S) MUST BE SIGNED BY AN AUTHORIZED REPRESENTATIVE OF THE LEGAL ENTITY SUBMITTING THE PROPOSAL (I.E., THE PROPOSER). IF NOT SIGNED BY AN AUTHORIZED REPRESENTATIVE OF THE PROPOSER, THE PROPOSAL WILL BE DEEMED NON- RESPONSIVE AND NOT SCORED.

FOR EXAMPLE, IF THE PROPOSER IS A JOINT VENTURE, PROPOSAL FORM(S) MUST BE SIGNED BY AN AUTHORIZED REPRESENTATIVE OF THE JOINT VENTURE (NOT JUST ONE OF THE JV MEMBERS) AND THE INDIVIDUAL SIGNING SHOULD BE SIGNING IN HER/HIS CAPACITY AS IT RELATES TO THE JV (NOT A JV MEMBER).



10.4.1 - FORM A.11: ALTERNATE OFFER

Amended Form A.11 FINANCIAL OFFER

Proposer acknowledges that the financial offer listed is for the first six (6) years of the L&C Agreement. The financial offer proposed may increase in accordance with Section 5.3 of the L& C Agreement.

Total Gross Sales

Flat Rate Percentage Fee

MINIMUM ACCEPTED BY THE PORT OF SEATTLE IS TWENTY PERCENT (20%)

Proposed Percentage Fee in Number Format	Proposed Percentage Fee in Words
23.5%	Twenty-three and one half percent

Note that this alternate offer assumes no year 7 nor year 14 escalation. Rent remains at 23.5% for the duration of the lease.

OR

Tiered Percentage Fee of: (Add tiers as necessary on a separate sheet of paper using this format.)

MINIMUM ACCEPTED BY THE PORT OF SEATTLE IS AN EFFECTIVE RATE OF TWENTY PERCENT (20%)

Annual Gross Sales	Proposed Percentage Fee in Number Format	Proposed Percentage Fee in Words
Annual Gross Sales less than \$_____.	____%	
Annual Gross Sales between and \$_____.	____%	
Annual Gross Sales equal to or greater than _____.	____%	

FORM CONTINUES ON NEXT PAGE



10.4.1 - FORM A.11: ALTERNATE OFFER

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(Company Name)

Scott Halpern

(Witness Signature)

BY:

(Signature of Authorized Representative)

M. Greenbaum

(Printed Name of Authorized Representative)

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10.4.2 - PROFORMA PROJECTIONS

A note regarding our projections:

International Shoppes has extensive experience servicing passengers traveling to the same destinations as those departing from SEA. As such, we are in a unique position to estimate the revenue potential at SEA with confidence. In order to estimate the value of the duty free revenues at SEA, iShoppes used the revenue per international enplanement generated at similar duty free operations in our network and applied those figures to the estimated enplanements at SEA. We also partnered closely with key vendors to see if their sales forecast for SEA align as a way to validate our estimates. Further specifics are provided by comparing key SEA flights to an extensive list of comparable flights serviced in our existing network of duty free stores. Inputs include flight destination, frequency, aircraft capacity and revenue generated. The revenue from the existing comparable flight is then applied to the corresponding (based on destination city) SEA flight's frequency and aircraft capacity such that an estimated value per flight is generated. The SEA flight details were captured both from details provided in the RFP as well as on the SEA and the websites of SEA's airlines. This methodology has been applied when evaluating previous new duty free opportunities and has been accurate to within 5% of actual first year revenues (based on existing traffic). Naturally, if airlines or flights change this will impact the revenue potential.

In summary, SEA should have confidence in our projection knowing the science that goes into developing them.

We have included the completed Pro Formas in Excel using the downloadable template[Form A.12] as specified by the RFP.



10.4.2 - FORM A.12: FINANCIAL OFFER - ALL LOCATIONS

FORM A.12

Seattle - Tacoma International Airport

Proforma Statement, DUTY FREE ALL LOCATIONS COMBINED

PROFORMA¹

	2027	2028	2029	2030	2031	Total
ASSUMPTIONS USED						
Enplanements ²	3,100,000	3,200,000	3,300,000	3,400,000	3,500,000	16,500,000
Sales per Enplanement	\$10.25	\$10.23	\$10.22	\$10.21	\$10.22	\$10.22
PROJECTIONS						
Gross Sales:	\$31,775,000	\$32,728,250	\$33,710,098	\$34,721,400	\$35,763,042	\$168,697,790
Cost of Goods Sold	\$13,027,750	\$13,418,583	\$13,821,140	\$14,235,774	\$14,662,847	\$69,166,094
Gross Profit	\$18,747,250	\$19,309,667	\$19,888,958	\$20,485,626	\$21,100,195	\$99,531,696
Expenses						
Payroll	\$4,316,017	\$4,445,497	\$4,578,862	\$4,716,228	\$4,857,715	\$22,914,319
Benefits	\$863,203	\$889,099	\$915,772	\$943,246	\$971,543	\$4,582,863
Utilities	\$9,533	\$9,818	\$10,113	\$10,416	\$10,729	\$50,609
Operating Expenses	\$3,827,336	\$3,942,156	\$4,060,421	\$4,182,233	\$4,307,700	\$20,319,846
Franchise/License Fees						\$0
Rent to Port	\$6,672,750	\$6,872,933	\$7,079,121	\$7,291,494	\$7,510,239	\$35,426,536
General & Administrative						\$0
Washington Lease Excise Tax	\$275,807	\$284,081	\$292,604	\$301,382	\$310,423	\$1,464,297
Insurance	\$158,875	\$163,641	\$168,550	\$173,607	\$178,815	\$843,488
Other Direct Expenses	\$635,500	\$654,565	\$674,202	\$694,428	\$715,261	\$3,373,956
Total Expenses	\$16,759,021	\$17,261,790	\$17,779,645	\$18,313,034	\$18,862,425	\$88,975,914
EBITDA	\$1,988,229	\$2,047,878	\$2,109,313	\$2,172,592	\$2,237,770	\$10,555,782
Interest, Depreciation, and Amortization	\$882,325	\$882,325	\$882,325	\$882,325	\$882,325	\$4,411,625
Net Profit Before Taxes	\$1,105,904	\$1,165,553	\$1,226,988	\$1,290,267	\$1,355,445	\$6,144,157
Total Initial Investment						\$29,226,500

(1) The term length is 10 years

(2) The enplanements shown are projections only for the purpose of this RFP and are not guaranteed or meant to assure any future passenger level at the airport. While these enplanements will be used to determine a consistent measure for sales per enplanement among the respondents, each respondent is responsible for independently developing their own projections for this submittal.



10.4.2 - FORM A.12: FINANCIAL OFFER - CONCOURSE A

FORM A.12

Seattle - Tacoma International Airport

Proforma Statement, DUTY FREE ALL LOCATIONS CONCOURSE A

PROFORMA¹

	2027	2028	2029	2030	2031	Total
ASSUMPTIONS USED						
Enplanements ²	1,705,000	1,760,000	1,815,000	1,870,000	1,925,000	9,075,000
Sales per Enplanement	\$10.25	\$10.23	\$10.22	\$10.21	\$10.22	\$10.22
PROJECTIONS						
Gross Sales:	\$17,476,250	\$18,000,538	\$18,540,554	\$19,096,770	\$19,669,673	\$92,783,785
						\$0
Cost of Goods Sold	\$7,165,263	\$7,380,220	\$7,601,627	\$7,829,676	\$8,064,566	\$38,041,352
Gross Profit	\$10,310,988	\$10,620,317	\$10,938,927	\$11,267,094	\$11,605,107	\$54,742,433
Expenses						
Payroll	\$2,261,656	\$2,329,506	\$2,399,391	\$2,471,373	\$2,545,514	\$12,007,439
Benefits	\$452,331	\$465,901	\$479,878	\$494,275	\$509,103	\$2,401,488
Utilities	\$5,243	\$5,400	\$5,562	\$5,729	\$5,901	\$27,835
Operating Expenses	\$2,105,035	\$2,168,186	\$2,233,232	\$2,300,228	\$2,369,235	\$11,175,915
Franchise/License Fees						\$0
Rent to Port	\$3,670,013	\$3,780,113	\$3,893,516	\$4,010,322	\$4,130,631	\$19,484,595
General & Administrative						\$0
Washington Lease Excise Tax	\$151,694	\$156,245	\$160,932	\$165,760	\$170,733	\$805,363
Insurance	\$87,381	\$90,003	\$92,703	\$95,484	\$98,348	\$463,918
Other Direct Expenses	\$349,525	\$360,011	\$370,811	\$381,935	\$393,393	\$1,855,676
Total Expenses	\$9,082,878	\$9,355,363	\$9,636,025	\$9,925,105	\$10,222,858	\$48,222,229
EBITDA	\$1,228,110	\$1,264,954	\$1,302,902	\$1,341,989	\$1,382,249	\$6,520,204
Interest, Depreciation, and Amortization	\$651,000	\$651,000	\$651,000	\$651,000	\$651,000	\$3,255,000
Net Profit Before Taxes	\$577,110	\$613,954	\$651,902	\$690,989	\$731,249	\$3,265,204
Total Initial Investment						\$18,600,000

(1) The term length is 10 years

(2) The enplanements shown are projections only for the purpose of this RFP and are not guaranteed or meant to assure any future passenger level at the airport. While these enplanements will be used to determine a consistent measure for sales per enplanement among the respondents, each respondent is responsible for independently developing their own projections for this submittal.



10.4.2 - FORM A.12: FINANCIAL OFFER - SOUTH CONCOURSE

FORM A.12

Seattle - Tacoma International Airport

Proforma Statement, DUTY FREE ALL LOCATIONS SOUTH CONCOURSE

PROFORMA¹

	2027	2028	2029	2030	2031	Total
ASSUMPTIONS USED						
Enplanements ²	1,333,000	1,376,000	1,419,000	1,462,000	1,505,000	7,095,000
Sales per Enplanement	\$10.25	\$10.23	\$10.22	\$10.21	\$10.22	\$10.22
PROJECTIONS						
Gross Sales:	\$13,663,250	\$14,073,148	\$14,495,342	\$14,930,202	\$15,378,108	\$72,540,050
Cost of Goods Sold	\$5,601,933	\$5,769,990	\$5,943,090	\$6,121,383	\$6,305,024	\$29,741,420
Gross Profit	\$8,061,318	\$8,303,157	\$8,552,252	\$8,808,819	\$9,073,084	\$42,798,629
Expenses						
Payroll	\$1,244,727	\$1,282,069	\$1,320,531	\$1,360,147	\$1,400,951	\$6,608,425
Benefits	\$248,945	\$256,414	\$264,106	\$272,029	\$280,190	\$1,321,685
Utilities	\$4,099	\$4,222	\$4,349	\$4,479	\$4,613	\$21,762
Operating Expenses	\$1,645,754	\$1,695,127	\$1,745,981	\$1,798,360	\$1,852,311	\$8,737,534
Franchise/License Fees						\$0
Rent to Port	\$2,869,283	\$2,955,361	\$3,044,022	\$3,135,342	\$3,229,403	\$15,233,410
General & Administrative						\$0
Washington Lease Excise Tax	\$118,597	\$122,155	\$125,820	\$129,594	\$133,482	\$629,648
Insurance	\$68,316	\$70,366	\$72,477	\$74,651	\$76,890	\$362,700
Other Direct Expenses	\$273,265	\$281,463	\$289,907	\$298,604	\$307,562	\$1,450,801
Total Expenses	\$6,472,987	\$6,667,176	\$6,867,192	\$7,073,207	\$7,285,403	\$34,365,964
EBITDA	\$1,588,331	\$1,635,981	\$1,685,060	\$1,735,612	\$1,787,681	\$8,432,665
Interest, Depreciation, and Amortization	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Net Profit Before Taxes	\$1,388,331	\$1,435,981	\$1,485,060	\$1,535,612	\$1,587,681	\$7,432,665
Total Initial Investment						\$10,000,000

(1) The term length is 10 years

(2) The enplanements shown are projections only for the purpose of this RFP and are not guaranteed or meant to assure any future passenger level at the airport. While these enplanements will be used to determine a consistent measure for sales per enplanement among the respondents, each respondent is responsible for independently developing their own projections for this submittal.



10.4.2 - FORM A.12: FINANCIAL OFFER - NORTH CONCOURSE

FORM A.12

Seattle - Tacoma International Airport

Proforma Statement, DUTY FREE ALL LOCATIONS NORTH CONCOURSE

PROFORMA¹

	2027	2028	2029	2030	2031	Total
ASSUMPTIONS USED						
Enplanements ²	62,000	64,000	66,000	68,000	70,000	330,000
Sales per Enplanement	\$10.25	\$10.23	\$10.22	\$10.21	\$10.22	\$10.22
PROJECTIONS						
Gross Sales:	\$635,500	\$654,565	\$674,202	\$694,428	\$715,261	\$3,373,956
Cost of Goods Sold	\$260,555	\$268,372	\$276,423	\$284,715	\$293,257	\$1,383,322
Gross Profit	\$374,945	\$386,193	\$397,779	\$409,713	\$422,004	\$1,990,634
Expenses						
Payroll	\$271,608	\$279,756	\$288,149	\$296,793	\$305,697	\$1,442,004
Benefits	\$54,322	\$55,951	\$57,630	\$59,359	\$61,139	\$288,401
Utilities	\$191	\$196	\$202	\$208	\$215	\$1,012
Operating Expenses	\$76,547	\$78,843	\$81,208	\$83,645	\$86,154	\$406,397
Franchise/License Fees	\$0	\$0	\$0	\$0	\$0	\$0
Rent to Port	\$133,455	\$137,459	\$141,582	\$145,830	\$150,205	\$708,531
General & Administrative						\$0
Washington Lease Excise Tax	\$5,516	\$5,682	\$5,852	\$6,028	\$6,208	\$29,286
Insurance	\$3,178	\$3,273	\$3,371	\$3,472	\$3,576	\$16,870
Other Direct Expenses	\$12,710	\$13,091	\$13,484	\$13,889	\$14,305	\$67,479
Total Expenses	\$557,526	\$574,251	\$591,479	\$609,223	\$627,500	\$2,959,979
EBITDA	(\$182,581)	(\$188,058)	(\$193,700)	(\$199,511)	(\$205,496)	(\$969,345)
Interest, Depreciation, and Amortization	\$31,325	\$31,325	\$31,325	\$31,325	\$31,325	\$156,625
Net Profit Before Taxes	(\$213,906)	(\$219,383)	(\$225,025)	(\$230,836)	(\$236,821)	(\$1,125,970)
Total Initial Investment						\$626,500

(1) The term length is 10 years

(2) The enplanements shown are projections only for the purpose of this RFP and are not guaranteed or meant to assure any future passenger level at the airport. While these enplanements will be used to determine a consistent measure for sales per enplanement among the respondents, each respondent is responsible for independently developing their own projections for this submittal.



10.4.2 - FORM A.12: ALTERNATE OFFER - ALL LOCATIONS

FORM A.12

Seattle - Tacoma International Airport

Proforma Statement, DUTY FREE ALL LOCATIONS COMBINED

PROFORMA¹

	2027	2028	2029	2030	2031	Total
ASSUMPTIONS USED						
Enplanements ²	3,100,000	3,200,000	3,300,000	3,400,000	3,500,000	16,500,000
Sales per Enplanement	\$10.25	\$10.23	\$10.22	\$10.21	\$10.22	\$10.22
PROJECTIONS						
Gross Sales:	\$31,775,000	\$32,728,250	\$33,710,098	\$34,721,400	\$35,763,042	\$168,697,790
						\$0
Cost of Goods Sold	\$13,027,750	\$13,418,583	\$13,821,140	\$14,235,774	\$14,662,847	\$69,166,094
Gross Profit	\$18,747,250	\$19,309,667	\$19,888,958	\$20,485,626	\$21,100,195	\$99,531,696
Expenses						
Payroll	\$4,316,017	\$4,445,497	\$4,578,862	\$4,716,228	\$4,857,715	\$22,914,319
Benefits	\$863,203	\$889,099	\$915,772	\$943,246	\$971,543	\$4,582,863
Utilities	\$9,533	\$9,818	\$10,113	\$10,416	\$10,729	\$50,609
Operating Expenses	\$3,827,336	\$3,942,156	\$4,060,421	\$4,182,233	\$4,307,700	\$20,319,846
Franchise/License Fees						\$0
Rent to Port	\$7,467,125	\$7,691,139	\$7,921,873	\$8,159,529	\$8,404,315	\$39,643,981
General & Administrative						\$0
Washington Lease Excise Tax	\$275,807	\$284,081	\$292,604	\$301,382	\$310,423	\$1,464,297
Insurance	\$158,875	\$163,641	\$168,550	\$173,607	\$178,815	\$843,488
Other Direct Expenses	\$635,500	\$654,565	\$674,202	\$694,428	\$715,261	\$3,373,956
Total Expenses	\$17,553,396	\$18,079,996	\$18,622,397	\$19,181,069	\$19,756,501	\$93,193,359
EBITDA	\$1,193,854	\$1,229,671	\$1,266,561	\$1,304,557	\$1,343,694	\$6,338,337
Interest, Depreciation, and Amortization	\$882,325	\$882,325	\$882,325	\$882,325	\$882,325	\$4,411,625
Net Profit Before Taxes	\$311,529	\$347,346	\$384,236	\$422,232	\$461,369	\$1,926,712
Total Initial Investment						\$29,226,500

(1) The term length is 10 years

(2) The enplanements shown are projections only for the purpose of this RFP and are not guaranteed or meant to assure any future passenger level at the airport. While these enplanements will be used to determine a consistent measure for sales per enplanement among the respondents, each respondent is responsible for independently developing their own projections for this submittal.

TAB 10.4 - FINANCIAL OFFER & FINANCIAL PROJECTS COSTS



10.4.2 - FORM A.12: ALTERNATE OFFER - CONCOURSE A

FORM A.12

Seattle - Tacoma International Airport

Proforma Statement, DUTY FREE ALL LOCATIONS CONCOURSE A

PROFORMA¹

	2027	2028	2029	2030	2031	Total
ASSUMPTIONS USED						
Enplanements ²	1,705,000	1,760,000	1,815,000	1,870,000	1,925,000	9,075,000
Sales per Enplanement	\$10.25	\$10.23	\$10.22	\$10.21	\$10.22	\$10.22
PROJECTIONS						
Gross Sales:	\$17,476,250	\$18,000,538	\$18,540,554	\$19,096,770	\$19,669,673	\$92,783,785
						\$0
Cost of Goods Sold	\$7,165,263	\$7,380,220	\$7,601,627	\$7,829,676	\$8,064,566	\$38,041,352
Gross Profit	\$10,310,988	\$10,620,317	\$10,938,927	\$11,267,094	\$11,605,107	\$54,742,433
Expenses						
Payroll	\$2,261,656	\$2,329,506	\$2,399,391	\$2,471,373	\$2,545,514	\$12,007,439
Benefits	\$452,331	\$465,901	\$479,878	\$494,275	\$509,103	\$2,401,488
Utilities	\$5,243	\$5,400	\$5,562	\$5,729	\$5,901	\$27,835
Operating Expenses	\$2,105,035	\$2,168,186	\$2,233,232	\$2,300,228	\$2,369,235	\$11,175,915
Franchise/License Fees						\$0
Rent to Port	\$3,670,013	\$3,780,113	\$3,893,516	\$4,010,322	\$4,130,631	\$19,484,595
General & Administrative						\$0
Washington Lease Excise Tax	\$151,694	\$156,245	\$160,932	\$165,760	\$170,733	\$805,363
Insurance	\$87,381	\$90,003	\$92,703	\$95,484	\$98,348	\$463,918
Other Direct Expenses	\$349,525	\$360,011	\$370,811	\$381,935	\$393,393	\$1,855,676
Total Expenses	\$9,082,878	\$9,355,363	\$9,636,025	\$9,925,105	\$10,222,858	\$48,222,229
EBITDA	\$1,228,110	\$1,264,954	\$1,302,902	\$1,341,989	\$1,382,249	\$6,520,204
Interest, Depreciation, and Amortization	\$651,000	\$651,000	\$651,000	\$651,000	\$651,000	\$3,255,000
Net Profit Before Taxes	\$577,110	\$613,954	\$651,902	\$690,989	\$731,249	\$3,265,204
Total Initial Investment						\$18,600,000

(1) The term length is 10 years

(2) The enplanements shown are projections only for the purpose of this RFP and are not guaranteed or meant to assure any future passenger level at the airport. While these enplanements will be used to determine a consistent measure for sales per enplanement among the respondents, each respondent is responsible for independently developing their own projections for this submittal.



10.4.2 - FORM A.12: ALTERNATE OFFER - SOUTH CONCOURSE

FORM A.12

Seattle - Tacoma International Airport

Proforma Statement, DUTY FREE ALL LOCATIONS SOUTH CONCOURSE

PROFORMA¹

	2027	2028	2029	2030	2031	Total
ASSUMPTIONS USED						
Enplanements ²	1,333,000	1,376,000	1,419,000	1,462,000	1,505,000	7,095,000
Sales per Enplanement	\$10.25	\$10.23	\$10.22	\$10.21	\$10.22	\$10.22
PROJECTIONS						
Gross Sales:	\$13,663,250	\$14,073,148	\$14,495,342	\$14,930,202	\$15,378,108	\$72,540,050
Cost of Goods Sold	\$5,601,933	\$5,769,990	\$5,943,090	\$6,121,383	\$6,305,024	\$29,741,420
Gross Profit	\$8,061,318	\$8,303,157	\$8,552,252	\$8,808,819	\$9,073,084	\$42,798,629
Expenses						
Payroll	\$1,244,727	\$1,282,069	\$1,320,531	\$1,360,147	\$1,400,951	\$6,608,425
Benefits	\$248,945	\$256,414	\$264,106	\$272,029	\$280,190	\$1,321,685
Utilities	\$4,099	\$4,222	\$4,349	\$4,479	\$4,613	\$21,762
Operating Expenses	\$1,645,754	\$1,695,127	\$1,745,981	\$1,798,360	\$1,852,311	\$8,737,534
Franchise/License Fees						\$0
Rent to Port	\$2,869,283	\$2,955,361	\$3,044,022	\$3,135,342	\$3,229,403	\$15,233,410
General & Administrative						\$0
Washington Lease Excise Tax	\$118,597	\$122,155	\$125,820	\$129,594	\$133,482	\$629,648
Insurance	\$68,316	\$70,366	\$72,477	\$74,651	\$76,890	\$362,700
Other Direct Expenses	\$273,265	\$281,463	\$289,907	\$298,604	\$307,562	\$1,450,801
Total Expenses	\$6,472,987	\$6,667,176	\$6,867,192	\$7,073,207	\$7,285,403	\$34,365,964
EBITDA	\$1,588,331	\$1,635,981	\$1,685,060	\$1,735,612	\$1,787,681	\$8,432,665
Interest, Depreciation, and Amortization	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Net Profit Before Taxes	\$1,388,331	\$1,435,981	\$1,485,060	\$1,535,612	\$1,587,681	\$7,432,665
Total Initial Investment						\$10,000,000

(1) The term length is 10 years

(2) The enplanements shown are projections only for the purpose of this RFP and are not guaranteed or meant to assure any future passenger level at the airport. While these enplanements will be used to determine a consistent measure for sales per enplanement among the respondents, each respondent is responsible for independently developing their own projections for this submittal.



10.4.2 - FORM A.12: ALTERNATE OFFER - NORTH CONCOURSE

FORM A.12

Seattle - Tacoma International Airport

Proforma Statement, DUTY FREE ALL LOCATIONS NORTH CONCOURSE

PROFORMA¹

	2027	2028	2029	2030	2031	Total
ASSUMPTIONS USED						
Enplanements ²	62,000	64,000	66,000	68,000	70,000	330,000
Sales per Enplanement	\$10.25	\$10.23	\$10.22	\$10.21	\$10.22	\$10.22
PROJECTIONS						
Gross Sales:	\$635,500	\$654,565	\$674,202	\$694,428	\$715,261	\$3,373,956
Cost of Goods Sold	\$260,555	\$268,372	\$276,423	\$284,715	\$293,257	\$1,383,322
Gross Profit	\$374,945	\$386,193	\$397,779	\$409,713	\$422,004	\$1,990,634
Expenses						
Payroll	\$271,608	\$279,756	\$288,149	\$296,793	\$305,697	\$1,442,004
Benefits	\$54,322	\$55,951	\$57,630	\$59,359	\$61,139	\$288,401
Utilities	\$191	\$196	\$202	\$208	\$215	\$1,012
Operating Expenses	\$76,547	\$78,843	\$81,208	\$83,645	\$86,154	\$406,397
Franchise/License Fees	\$0	\$0	\$0	\$0	\$0	\$0
Rent to Port	\$133,455	\$137,459	\$141,582	\$145,830	\$150,205	\$708,531
General & Administrative						\$0
Washington Lease Excise Tax	\$5,516	\$5,682	\$5,852	\$6,028	\$6,208	\$29,286
Insurance	\$3,178	\$3,273	\$3,371	\$3,472	\$3,576	\$16,870
Other Direct Expenses	\$12,710	\$13,091	\$13,484	\$13,889	\$14,305	\$67,479
Total Expenses	\$557,526	\$574,251	\$591,479	\$609,223	\$627,500	\$2,959,979
EBITDA	(\$182,581)	(\$188,058)	(\$193,700)	(\$199,511)	(\$205,496)	(\$969,345)
Interest, Depreciation, and Amortization	\$31,325	\$31,325	\$31,325	\$31,325	\$31,325	\$156,625
Net Profit Before Taxes	(\$213,906)	(\$219,383)	(\$225,025)	(\$230,836)	(\$236,821)	(\$1,125,970)
Total Initial Investment						\$626,500

(1) The term length is 10 years

(2) The enplanements shown are projections only for the purpose of this RFP and are not guaranteed or meant to assure any future passenger level at the airport. While these enplanements will be used to determine a consistent measure for sales per enplanement among the respondents, each respondent is responsible for independently developing their own projections for this submittal.

TAB 10.5 MANAGEMENT, STAFFING, OPERATIONS, CUSTOMER SERVICE, & ENVIRONMENTAL SUSTAINABILITY





TAB HIGHLIGHTS

- FAMILY OWNED, FAMILY TREATMENT**
As a family business we treat our customers, and employees as family.
- AVG. EMPLOYEE TENURE OF 5+ YEARS**
Our commitment to our employees is reflected in their average tenure of over 5 years. We credit this to our competitive compensation, development programs, growth opportunities, and core values.
- SUPERB MAINTENANCE STANDARDS**
Our shops are our pride and joy, so we have proven systems in place to take care of them.
- HISTORY OF CUSTOMER SERVICE**
Providing exemplary customer service is at the core of what we do. As a customer facing organization, all decisions are considered through the lens of the customer.
- EVER-CHANGING EXPERIENCE**
We employ rotating brand features, pop up experiences and tasting bars to keep our stores fresh and new.
- AWARD-WINNING SERVICE**
As an industry-leading duty free operator, we have been recognized through nine industry awards or nominations in the last five years.
- ENVIRONMENTALLY SOUND PRACTICES**
From our shopping bags, to delivery methods, to waste management, and the design of our shops, we prioritize environmental sustainability at all levels of operation and will continue to do so at SEA.



10.5.3 - WHAT MAKES IS A PREFERRED EMPLOYER

At International Shoppes, we take immense pride in being a preferred employer at airports, and we attribute this distinction to several key factors:

Family-Owned and Operated

International Shoppes is not just a business; it's a family. Our company is family-owned and operated since 1951 under the same two families, and this ownership involvement sets us apart. Very few, if any, companies in the airport world can say that. Our ownership and senior management are consistently present in our stores, working alongside our team members on the floor. This hands-on approach creates a unique family culture within our organization, fostering a sense of belonging and camaraderie amongst our staff.

Long-Term Employee Tenure

Our commitment to building a family culture extends to our employees. It's reflected in our remarkable employee tenure. In October 2023, our average tenured employee had been with International Shoppes for over 5 years. This longevity is exceptional in the retail industry, especially in the fast-paced world of travel retail. It demonstrates our dedication to nurturing long-lasting relationships with our team members.

Leaders in Compensation

International Shoppes has a history of being leaders in pay within the industry. We believe in fairly compensating our team for their hard work and dedication. Competitive compensation is not just a policy; it's a reflection of our appreciation for our team's contributions. In addition we have a number of benefits including programs such as Medical, Dental, Vision, 401K, Referral bonuses, Employee Discounts and much more,

Continuous Training and Development

We invest significant time and resources in the training and development of our employees. We firmly believe that providing our team with the tools they need to succeed in their roles benefits not only them but also enhances the overall quality of our operations. Upon joining International Shoppes, new employees receive a comprehensive onboarding program, which includes education about International Shoppes' policies, procedures, and culture. This program also facilitates communication and bonding among new employees. We then use a "buddy system" in our stores, where new employees shadow seasoned colleagues. This approach ensures that new team members receive the support they need to integrate seamlessly into the International Shoppes culture.



IS 1961, Idlewild Airport



IS 2021, 70th Anniversary Party

Promotion and Growth Opportunities

Our track record speaks for itself when it comes to career growth within International Shoppes. We have a strong history of promoting team members from entry-level positions to supervisors, supervisors to managers, and even have several home grown general managers and assistant general manager within the organization. We are proud to offer opportunities for personal and professional development, which have included relocation to new cities, as we expand our operations. Our employees aren't just part of a team; they're part of our family.

Inventory Excellence

A well-managed inventory is the backbone of our business. Our impeccable track record in inventory management ensures that our team members can focus on serving customers with confidence, rather than attempting to persuade them to choose alternatives. Happy customers lead to happy team members, creating a positive feedback loop of success.



10.5.2 - STAFFING PLAN FOR AN AVERAGE DAY

International Shoppes takes great pride in our unwavering commitment to exceptional customer service.

Our approach is grounded in the belief that every guest deserves a concierge-like experience. We ensure that all our locations open two hours prior to the first flight and remain operational until the last departure, providing uninterrupted service throughout the day. The below schedule demonstrates a comprehensive staffing plan for an average day / week, delineating proposed hours of operation, employee positions, and management responsibilities on an hourly basis. Our team of highly trained professionals, deeply versed in their categories and beyond, will be dedicated to delivering an unparalleled duty-free shopping experience.

MANAGEMENT SCHEDULE

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
General Manager	OFF	10AM-7PM	10AM-7PM	10AM-7PM	10AM-7PM	10AM-7PM	OFF
Beauty Manager	10AM-7PM	10AM-7PM	10AM-7PM	10AM-7PM	OFF	OFF	10AM-7PM
Boutiques Manager	10AM-7PM	10AM-7PM	OFF	OFF	10AM-7PM	10AM-7PM	10AM-7PM

SUPPORT TEAM SCHEDULE

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
WH Manager	6AM-230PM	6AM-230PM	6AM-230PM	6AM-230PM	6AM-230PM	OFF	OFF
WH Associate	6AM-230PM	6AM-230PM	6AM-230PM	6AM-230PM	6AM-230PM	OFF	OFF
HR Coordinator/ Admin	8AM-430PM	8AM-430PM	8AM-430PM	8AM-430PM	8AM-430PM	OFF	OFF
Maintenance Lead	10AM-7PM	10AM-7PM	10AM-7PM	10AM-7PM	10AM-7PM	OFF	OFF

TAB 10.5 - MANAGEMENT, OPERATIONS, CUSTOMER SERVICE, & SUSTAINABILITY



CONCOURSE A

STORE HOURS: 5AM-12:30AM

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
LODS							
AGM	10AM-7PM	10AM-7PM	10AM-7PM	10AM-7PM	OFF	OFF	10AM-7PM
DF Sup	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
DF Sup	5AM-130PM	5AM-130PM	5AM-130PM	OFF	5AM-130PM	OFF	5AM-130PM
Beauty Sup	OFF	5AM-130PM	5AM-130PM	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	OFF
Key Holder	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM
Key Holder	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	OFF	OFF	5AM-130PM	4PM-CLOSE
LC/ DF RSA/ RUNNER							
LC - Brand 1	OFF	7AM-330PM	7AM-330PM	7AM-330PM	7AM-330PM	7AM-330PM	OFF
LC- Brand 2	7AM-330PM	2PM-1030PM	2PM-1030PM	2PM-1030PM	OFF	OFF	7AM-330PM
LC - Brand 3	2PM-1030PM	OFF	OFF	10PM-630PM	2PM-1030PM	2PM-1030PM	2PM-1030PM
DF RSA/Runner FT	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM
DF RSA/Runner FT	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
DF RSA/Runner FT	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM
DF RSA/Runner FT	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM
DF RSA/Runner FT	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM
DF RSA/Runner - FT	5AM-130PM	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM
DF RSA/Runner FT	OFF	OFF	130PM-10PM	130PM-10PM	130PM-10PM	130PM-10PM	130PM-10PM
DF RSA/Runner FT	130PM-10PM	130PM-10PM	130PM-10PM	OFF	OFF	130PM-10PM	130PM-10PM
DF RSA/Runner FT	130PM-10PM	130PM-10PM	OFF	OFF	130PM-10PM	130PM-10PM	130PM-10PM
DF RSA/Runner FT	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
DF RSA/Runner FT	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	OFF	OFF	4PM-CLOSE
DF RSA/Runner FT	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	OFF
DF RSA/Runner PT	4PM-CLOSE	OFF	OFF	130PM-10PM	130PM-10PM	OFF	OFF
DF RSA/Runner PT	130PM-10PM	130PM-10PM	OFF	OFF	OFF	OFF	4PM-CLOSE
DF RSA/Runner PT	4PM-CLOSE	OFF	OFF	OFF	4PM-CLOSE	4PM-CLOSE	OFF



CONCOURSE A CONT.

STORE HOURS: 5AM-12:30AM

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
BEAUTY							
Generic BA	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	OFF
Generic BA	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM
Generic BA	10AM-630PM	10AM-630PM	OFF	OFF	10AM-630PM	8AM-430PM	8AM-430PM
Generic BA	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM
Generic BA	4PM-CLOSE	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
Estee BA	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
Estee BA	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
Estee BA	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
Estee BA	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
L'oreal BA	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
L'oreal BA	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
L'oreal BA	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
L'oreal BA	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
Dior BA	10AM-630PM	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
Dior BA	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
Dior BA	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
Dior BA	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
Chanel BA	10AM-630PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF	5AM-130PM	OFF
Chanel BA	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
Chanel BA	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
Chanel BA	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE



CONCOURSE A CONT.

STORE HOURS: 5AM-12:30AM

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
BOUTIQUES / FASHION							
Sunglasses Assoc.	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
Sunglasses Assoc.	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
Sunglasses Assoc.	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
Sunglasses Assoc.	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
Coach Assoc.	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
Coach Assoc.	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
Coach Assoc.	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
Coach Assoc.	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
Longchamp Assoc.	10AM-630PM	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
Longchamp Assoc.	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
Longchamp Assoc.	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
Longchamp Assoc.	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
ReKlaim Assoc.	10AM-630PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF	5AM-130PM	OFF
ReKlaim Assoc.	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
ReKlaim Assoc.	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
ReKlaim Assoc.	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
Fashion Floater	7AM-330PM	7AM-330PM	7AM-330PM	7AM-330PM	OFF	OFF	7AM-PM
Fashion Floater	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	OFF



SOUTH CONCOURSE

STORE HOURS: 5AM-10PM

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
LODS							
AGM	OFF	10AM-7PM	10AM-7PM	10AM-7PM	10AM-7PM	10AM-7PM	OFF
DF Sup.	OFF	OFF	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE
DF Sup.	5AM-130PM	5AM-130PM	5AM-130PM	OFF	5AM-130PM	OFF	5AM-130PM
Beauty Sup.	OFF	5AM-130PM	5AM-130PM	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	OFF
Key Holders	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM
Key Holders	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	OFF	OFF	5AM-130PM	130PM-CLOSE
LC/ DF RSA/ RUNNER							
DF RSA/Runner FT	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM
DF RSA/Runner FT	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
DF RSA/Runner FT	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM
DF RSA/Runner FT	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM
DF RSA/Runner FT	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM
DF RSA/Runner - FT	5AM-130PM	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM
DF RSA/Runner FT	OFF	OFF	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE
DF RSA/Runner FT	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	OFF	OFF	130PM-CLOSE	130PM-CLOSE
DF RSA/Runner FT	130PM-CLOSE	130PM-CLOSE	OFF	OFF	130PM-10PM	130PM-CLOSE	130PM-CLOSE
DF RSA/Runner FT	OFF	OFF	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE
DF RSA/Runner PT	130PM-CLOSE	130PM-CLOSE	OFF	OFF	130PM-CLOSE	OFF	OFF
DF RSA/Runner PT	130PM-CLOSE	130PM-CLOSE	OFF	130PM-CLOSE	OFF	OFF	OFF
DF RSA/Runner PT	OFF	OFF	130PM-CLOSE	OFF	130PM-CLOSE	130PM-CLOSE	OFF



SOUTH CONCOURSE CONT.

STORE HOURS: 5AM-10PM

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
BEAUTY							
Estee BA	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
Estee BA	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
Estee BA	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
Estee BA	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
L'Oreal BA	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
L'Oreal BA	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
L'Oreal BA	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
L'Oreal BA	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
Dior BA	10AM-630PM	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
Dior BA	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
Dior BA	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
Dior BA	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
Chanel BA	10AM-630PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF	5AM-130PM	OFF
Chanel BA	5AM-130PM	10AM-630PM	10AM-630PM	10AM-630PM	OFF	OFF	5AM-130PM
Chanel BA	4PM-CLOSE	4PM-CLOSE	OFF	OFF	10AM-630PM	10AM-630PM	10AM-630PM
Chanel BA	OFF	OFF	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE	4PM-CLOSE
Generic BA	OFF	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	OFF
Generic BA	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM
Generic BA	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM	8AM-430PM
Generic BA	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM
Generic BA	130PM-CLOSE	OFF	OFF	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE
Generic BA	130PM-CLOSE	130PM-CLOSE	130PM-CLOSE	OFF	OFF	130PM-CLOSE	130PM-CLOSE



CONCOURSE N

STORE HOURS: 5AM-10PM

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Key Holder	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM
Key Holder	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF
Key Holder	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM
DF RSA/Runner FT	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM
DF RSA/Runner FT	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM	5AM-130PM	5AM-130PM
DF RSA/Runner PT	5AM-130PM	5AM-130PM	5AM-130PM	OFF	OFF	5AM-130PM	5AM-130PM



10.5.4 - RECRUITMENT & RETENTION STRATEGIES

RECRUITMENT STRATEGIES

International Shoppes is deeply committed to recruitment and retention practices that align with our company’s philosophies and goals. Our efforts in this regard are orchestrated by our HR Director and her dedicated team of recruiters, who play a pivotal role by consistently shaping the composition of our workforce.

Diverse Recruitment Channels

We employ a multi-faceted approach to recruitment, utilizing platforms such as LinkedIn, Jazz HR, Zip Recruiter, and Indeed to reach a wide range of prospective candidates. These platforms enable us to cast a broad net and identify individuals who share our enthusiasm for working in a dynamic, high-paced airport environments.

Grassroots Engagement

In addition to digital recruitment channels, we actively participate in grassroots events in and around airport locations. These events provide us with an opportunity to connect with potential candidates on a personal level and introduce them to the exciting world of airport retail.

Referral Program

Our team-centric approach extends to our referral program, which not only helps us discover new talent but also rewards those who contribute to our recruitment efforts. This program reinforces our sense of community and shared goals.

Ideal Candidate Profile

Our ideal candidate possesses a strong eagerness and enthusiasm for working in a high-paced environment and is dedicated to providing exemplary customer service. We value individuals who thrive in this environment and share our commitment to delivering exceptional experiences.



IS' booth at a Job Fair

ONBOARDING AND CORE VALUES

Before our new team members enter the field, they are introduced to our core values through our onboarding program. These values are the foundation of our corporate culture and guide our interactions with customers, colleagues, and business partners.

The onboarding program ensures that our new team members are educated about our Company, selling philosophy, brand knowledge and POS skills, so that when they show up on the shop floor, they are ready to provide excellent customer service. All of our team members are educated on our core values. Our core values are as follows:

Friendliness

We prioritize being friendly, approachable, and always wearing a smile. A simple friendly gesture can go a long way in creating positive customer experiences.

Honesty

We uphold honesty and integrity in all our interactions, reassuring our customers and colleagues that we have their best interests at heart.

Responsibility

Taking responsibility for our actions is fundamental. We offer solutions, avoid blame, and refrain from making excuses.

Caring

We extend our care not only to customers but also to co-workers and the environment, fostering a culture of empathy and responsibility.

Camaraderie

We emphasize teamwork and unity in pursuing our common goals, actively supporting each other’s success.

Accountability

Accountability is a cornerstone of our culture. We take ownership of our actions and consistently deliver on our promises.

Innovation

We empower our employees to be creative, inventive, and continuously seek improvement. We encourage the sharing of ideas and foster a culture of innovation.

Urgency

Treating every situation with a sense of urgency is vital to achieving complete customer satisfaction.



CAREER CONNECTED EMPLOYMENT PATHWAYS

Through our deep investigations into hiring in the SEA community we have discovered that Washington State offers various career pathways and resources to help individuals pursue their career goals. Career-connected learning comprises skill-based programs that facilitate direct connections between young individuals & education, credentials, and career prospects.

These programs encompass various avenues, including career fairs, career and technical education courses (CTE), recognized pre-apprenticeships, internships, and Registered Apprenticeships. These opportunities blend classroom learning with hands-on experiences, enabling individuals to explore diverse careers.

Our Career Pathways

As a family-owned company, iShoppes believes in investing in our workers and our community. As we propose doing business in WA, we see three key industry sectors in which we can partner to advance economic opportunity and success for the next generation of working families and the Port of Seattle as an economic engine in the region.

In partnership with local, county, and state resources and supports, iShoppes looks forward to building out robust career-connected pathways that support young peoples' career goals in the Business, Industry, and Logistics sector; Construction, Trades, and Building Maintenance sector; and Personal Services, Culinary Arts, and Hospitality sector. We have identified several community and technical college programs at several institutions around the Puget sound that offer students an initial pathway to a long-term career in these industries and iShoppes is excited to connect with them to promote career opportunities.



COMMUNITY COLLEGE PROGRAMS

POSITIONS BY INDUSTRY	BATES	CLOVER PARK	GREEN RIVER	HIGHLINE	RENTON
Business, Industry, & Logistics	✓	✓	✓	✓	✓
Construction, Trades, Building Maintenance	✓	✓			✓
Personal Services, Culinary Arts, Hospitality	✓	✓		✓	



CONNECTING THE ECOSYSTEM

Education and Training Programs:

Washington State has a robust system of community and technical colleges, as well as four-year universities, where individuals can pursue higher education and vocational training programs. These institutions offer a wide range of degrees and certificate programs in various fields.

Workforce Development:

The Washington State Employment Security Department (ESD) along with the Workforce Development Council of Seattle-King County, Workforce Central in Pierce County, and Workforce Snohomish all offer workforce development services, including job search assistance, career counseling, and access to training programs. The WorkSource Washington website is a valuable resource for job seekers looking for employment and career opportunities.

Apprenticeships:

Washington State has a strong apprenticeship program that allows individuals to learn and earn at the same time. The Washington State Apprenticeship & Training Council oversees apprenticeship programs in various industries, providing opportunities for on-the-job training & mentorship.

Career Guidance and Counseling:

Career counselors and advisors are available at educational institutions and workforce development centers to provide guidance to individuals exploring career options, setting goals, and planning their educational and career paths.

Industry-Specific Programs:

Washington State offers programs and initiatives tailored to specific industries and sectors, such as healthcare, technology, manufacturing, and clean energy. These programs often provide specialized training and support to help individuals enter and advance in these fields.

Job Placement Services:

Employment agencies, online job boards, and networking events play a crucial role in connecting job seekers with employers. Various organizations in Washington State facilitate job placements and career fairs to help individuals find employment opportunities. We are motivated to connect with these organizations to support a diverse and engaged workforce at the Port of Seattle.

Financial Aid and Scholarships:

Washington State offers robust financial aid programs, grants, and scholarships to assist students and individuals in covering the costs of education and training. The Washington Student Achievement Council (WSAC) administers many of these programs.

OUR COMMITMENT

We look forward to the opportunity to strengthen our developing relationships with these regional community and technical colleges to leverage the ecosystem and build strong career-connected pathways that facilitate family-wage jobs rooted in the communities around the Port of Seattle.

Entrepreneurship and Small Business Support:

While Washington State offers resources for starting folks' own businesses or pursuing entrepreneurship through resources such as Small Business Development Centers (SBDCs) that provide guidance, training, and support for small business owners, we are invested in supporting our Airport Concessions Disadvantaged Business Enterprise (ACDBE) partners in their growth with support from the Office of Minority Women Business Enterprise (OMWBE).

Continuing Education and Professional Development:

Career pathways don't end with initial training or education. Many professionals in Washington State participate in continuing education and professional development to stay current in their fields and advance their careers. iShoppes, as a family owned and operated business, looks to grow our employees through continuing education relationships, community and professional development, and promotion.

Inclusivity and Equity:

Washington State is committed to promoting inclusivity and equity in career pathways, with a focus on eliminating barriers to access and ensuring that all individuals, regardless of their background, have equal opportunities to pursue their chosen careers. Given that SeaTac International Airport's surrounding communities are comprised of diverse communities, ensuring equal access to career opportunities is a priority for iShoppes.

RETENTION INITIATIVES

We have implemented a range of practices and programs to make our team members part of our family, including:

Diversity and Inclusion

We are wholeheartedly committed to diversity and inclusion. We seek to create an environment where all voices are heard and respected and all team members feel safe and enjoy their working atmosphere.

Competitive Compensation

Our compensation packages are designed to be competitive and reflect the value we place on our team members.

Community Engagement

We offer various opportunities for our team to give back to the community, reinforcing our sense of social responsibility. For example we partner with Island Harvest in NY, where we assist their efforts to help those with food insecurities. In addition to fundraising for them, our team directly engages by working the Island Harvest farm to not only stamp out hunger, but do so in a sustainable way.

We have found that this sort of engagement with the local community supports the organizations that we champion, and fosters a sense of connection amongst our team.

Recognition and Rewards

We celebrate the achievements and contributions of our team members through recognition and rewards programs. These rewards included additional funds for the employees to spend in our company store.

Staff Parties

We host holiday parties, birthday parties, and other staff events to foster a sense of community among our staff.

Promotions and Advancements

We prioritize promoting from within, providing our team with opportunities for career growth and development.

Feedback-Driven Improvement

We place a strong emphasis on feedback-driven improvement, especially during the onboarding process and the crucial first 90 days of employment.



JFK T1 Longevity Awards

10.5.5 - STANDARDS FOR DAY-TO-DAY OPERATIONS

CLEANING

International Shoppes takes great pride in maintaining high standards for cleaning and maintaining the appearance of our stores. We understand the importance of creating a welcoming and inviting environment for travelers, and our commitment to cleanliness reflects this. In addition to our own practices, our vendors, and especially those with branded section or boutiques set forth their own standards which we adhere to.

On-Going Cleaning:

Regular Dusting

Our store teams are trained to conduct regular dusting not only in their designated areas of responsibility but also in any other areas that may require attention. This proactive approach ensures that dust and dirt are promptly addressed throughout the day.

Continuous Waste Basket Maintenance

To ensure that waste baskets never appear full or overflowing, our staff empties them regularly during the course of the day. This creates a clean appearance and contributes to a pleasant shopping experience.

Merchandise Organization

Our staff is diligent in ensuring that all products are properly placed on their correct shelves and positioned neatly and follows the visual teams plan-o-grams. This attention to detail enhances the overall presentation of our stores and makes for a seamless shopping experience to assist in building the consumers basket.

End-of-Day Cleaning:

Floor & Unit Cleaning

Our dedicated cleaning personnel meticulously clean and maintain the store(s) to uphold a polished and sanitary environment for the next day's passengers.

High Dust Areas

They pay special attention to high dust areas, eliminating any accumulation to maintain air quality and cleanliness.

Quarterly Deep Cleaning:

Floor Buffing

Our floors receive professional buffing to restore shine and maintain a pristine appearance.

Stainless Steel Cleaning

All stainless steel surfaces are thoroughly cleaned to remove smudges, fingerprints, and stains, ensuring a polished and inviting atmosphere.

We understand the importance of first impressions, and our commitment to cleanliness and pristine presentation aligns with the Port's goal of providing passengers with a welcoming and comfortable environment.



Clinique Store, Dulles Terminal B



EQUIPMENT & FURNITURE UPKEEP

Continuing with our commitment to excellence and providing a superior shopping experience, International Shoppes places a high emphasis on the upkeep of equipment, furniture, and fixtures within our stores. We understand the importance of maintaining a luxurious and high-end appearance while ensuring operational efficiency. Issues are addressed as they are identified—we do not tolerate stores that look less than perfect.

Furniture & Fixture Upkeep:

High-Quality Corian Products

International Shoppes prides itself on using top-tier Corian products known for their durability and low maintenance requirements. This choice aligns with our commitment to offering luxury standards and ensures that our furniture and fixtures maintain their premium appearance over time.

Vendor Partners

We extend our high-quality standards to our vendor partners, who provide our furniture and fixtures. They share our commitment to excellence and adhere to rigorous maintenance and quality control standards to ensure continuity in our stores' appearance.

In-House Maintenance Lead

Their role includes responding to repair requests promptly and proactively identifying and addressing any potential issues as part of a preventive maintenance approach.

Experienced Local General Contractor

In cases where our in-house maintenance may not be able to address an issue, International Shoppes historically has longstanding relationships with local general contractors at the airport. They are dedicated to upholding our high standards and ensuring that our stores consistently meet our luxury criteria. At SEA, we will cultivate relationships through the buildout process and have the same standards in place.



Equipment Upkeep:

State-of-the-Art Equipment

International Shoppes invests in the latest technology and equipment to ensure the highest performance levels. This approach enhances our operational efficiency and minimizes the risk of downtime.

In-House IT Team

We maintain an in-house IT team available to be on-site or on call at any time. Our Network Administrator regularly conducts maintenance on both in-store and back-office equipment to ensure uninterrupted connectivity.

Backup Systems

Internet, phone and other outages will happen. When they do, we are prepared. Our shops are equipped with cellular ready back up as well as POS and credit card systems that are off-line capable. This sort of redundancy ensures a seamless shopping experience for our customers.

Vendor Support

We have strong partnerships with our systems and equipment vendors who provide comprehensive support and services whenever required. This collaboration further enhances our ability to address technical issues promptly. Our dedication to equipment and furniture upkeep is driven by our unwavering commitment to maintaining a superior shopping experience for passengers.



Preventative Maintenance:

At International Shoppes, we place a high premium on the maintenance and upkeep of our retail spaces. Our operating standards revolve around maintaining an aesthetically pleasing and well-maintained environment to provide an exceptional shopping experience for our customers. To achieve this, we follow a structured approach that includes preventive maintenance schedules for fixtures and overall space.

Facility Oversight and Management

International Shoppes has a dedicated Project Manager who plays a pivotal role in overseeing all aspects of our facilities. This experienced individual takes charge of various critical functions, including store design, construction, vendor installations, and maintenance. Their multifaceted role ensures that our retail spaces are not only aesthetically pleasing but also functionally efficient and well-maintained.

Maintenance Lead

Our Maintenance Lead is a key member of our team, responsible for the day-to-day maintenance operations at the airport. Working closely with the Project Manager, the Maintenance Lead ensures that our facilities meet and exceed our high standards for aesthetics and functionality. They oversee preventive maintenance, prompt issue resolution, and continuous improvement efforts to enhance the overall customer experience.

Communication Channel

We maintain a specific email address for our airport staff to report maintenance issues. The local Maintenance Lead, in collaboration with the Project Manager, actively monitors this communication channel to respond promptly to any concerns.

Daily Routine

As part of our standard operating procedure, the Maintenance Lead starts each day at the airport to address any maintenance requests or issues sent via email. This proactive approach ensures that all reported concerns, both for generic and personalized units, are attended to promptly.

Proactive Inspection

While at the airport, the Maintenance Lead conducts regular walkthroughs of the store to identify any maintenance issues that may not have been reported. This proactive inspection helps to catch and address potential problems before they escalate.

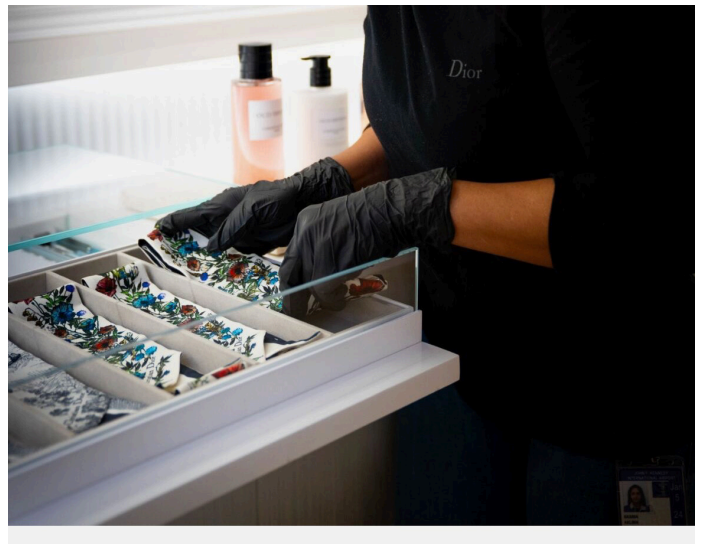
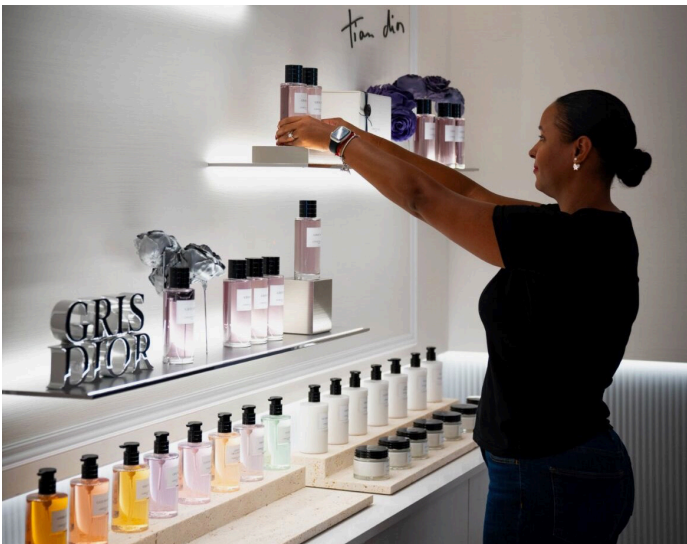
Lighting Maintenance

Lighting is a crucial aspect of the customer shopping experience and overall store appearance. We adhere to a strict lighting maintenance schedule. The Maintenance Lead checks the lighting daily and involves our General Contractor if any issues cannot be resolved immediately.

HVAC Preventive Maintenance:

To maintain a comfortable environment for customers and ensure equipment reliability, we have a preventive maintenance contract with a reputable HVAC company with extensive airport experience. This contract includes two yearly preventive maintenance visits, reducing the likelihood of major HVAC issues.

With the guidance and oversight of our Project Manager and the dedicated efforts of our Maintenance Lead, International Shoppes ensures that our retail spaces at Seattle Airport not only meet but consistently exceed our customers' expectations.



Documenting Maintenance Practices

We understand the importance of accountability, continuous improvement, and transparency in our operations, and to ensure alignment with the rigorous standards set forth by SEA Airport, we employ a variety of tools and processes for tracking and documenting our maintenance practices.

Digital Reporting and Documentation

Our team, from General Managers to ownership, actively participates in digital reporting and documentation. We maintain a centralized digital repository that records daily cleaning activities, equipment maintenance schedules, and preventive maintenance checklists. This digital platform allows for real-time tracking of tasks and fosters a culture of shared responsibility and accountability.

Maintenance Logs

Our leadership team, including the Project Manager and Director of Operations, is deeply involved in the maintenance process. They maintain detailed logs of all maintenance activities, including equipment repairs, fixture upkeep, and cleaning routines. These logs serve as a historical record of our efforts and provide valuable insights for performance evaluation.

Customer Feedback and Surveys

We believe in a hands-on approach to customer feedback. Our leadership team actively participates in soliciting customer feedback and conducts regular surveys to gauge customer satisfaction with our services. This feedback is not only documented but also informs strategic decisions to enhance the customer experience.

Quality Assurance Audits

Our leadership team, including ownership, plays an integral role in quality assurance audits. They actively engage in assessing the cleanliness, organization, and overall appearance of our stores. The findings from these audits, along with their hands-on involvement, serve as a basis for corrective actions and continuous improvement.

Preventive Maintenance Schedules

Our leadership team collaborates closely to establish and oversee preventive maintenance schedules for fixtures and overall space. These schedules are meticulously documented, and ownership’s involvement ensures a proactive approach to maintaining the highest standards.

Our Suppliers

Our shops feature a selection of world-class brands, many of which are merchandised on brand-designed fixtures and/or shops. The airport channel is highly visible and of great importance to these suppliers. As such, the brand owners’ representatives are consistently visiting our airport outlets to ensure their standards are being upheld. This interest in and support by these suppliers provides an additional level of continuous scrutiny, ensuring that our shops are maintained not only to our standard, but of the brand owners’ themselves.

International Shoppes’ hands-on approach to tracking and documenting our maintenance practices involves our team at every level, from local General Managers to ownership.





10.5.6 - PASSENGER ENGAGEMENT & EXPERIENCES

At International Shoppes, we place an emphasis on passenger engagement and the overall shopping experience is paramount. Our commitment to providing exceptional customer service begins the moment travelers enter our stores. We take pride in creating a welcoming atmosphere where passengers are greeted with a warm and sincere “Welcome to International Shoppes.”

Our dedication to passenger engagement goes beyond a friendly greeting. We believe in forging meaningful connections whether directly or indirectly with our customers to understand their unique needs and preferences. Our staff engages in conversations with passengers, inquiring about their travel destinations and interests. This dialogue enables us to tailor our assistance and recommendations to best serve each customer. In the event that a customer does not wish to be helped, our store layout, product assortment and overall ease of shopping gives the consumer that same great experience.

Our passenger-centric approach extends to various aspects of our operations:

Curated Product Selection

Our buying team maintains continuous communication with our store managers and reviews the computer systems to ensure that the correct product selection is ever evolving and readily available. This means that passengers can find a wide range of products that cater to their preferences, whether they’re looking for traditional duty-free items, luxury goods, or a unique local gifting opportunity

Merchandising Excellence

We are committed to creating a fluid and easily shopping environment within our stores. This includes strategic product placement, visually appealing displays, HPP’s, tastings and an intuitive store layout that enhances the shopper’s experience. Our goal is to make it effortless for passengers to find what they need, discover exciting new products and maximize their time to shopping multiple categories within our store.

Strong Visual Advertising

At the forefront of our stores, customers will find compelling visual advertising that highlights our product offerings and promotions. Clear and visually appealing signage informs passengers about special deals, discounts, and featured products. These larger than life campaigns ensures that passengers are well-informed and can take advantage of the best offers available.

Effective Lighting & Music

We understand that the ambiance of our stores plays a crucial role in creating an enjoyable shopping experience. We carefully design our stores with appropriate lighting and music to enhance the overall atmosphere. The goal is to make shopping at International Shoppes a pleasurable and immersive experience for passengers.

Music Stage

While the minimum requirements in the RFP calls for 64sqft, International Shoppes is making a larger commitment of approximately 300sqft to the program to allow featured artists to fully express themselves. The area will incorporate a column that will be digitally wrapped to provide a dynamic and engaging back drop to the performers. We will be able to display the artists name on the screen while they play to enhance their exposure. We will also provide a seating area for an audience to gather and take pause and enjoy. When the stage is not being used by the port, we can convert the image to support local artists from the area or display local goods being sold that will be accompanied by pop-up displays to encourage sales.

Other Approaches

Section 10.2.3, also touches upon enhanced passenger engagement with programs such as pre/remote ordering, duty-free exclusives and our highly trained sales team.

From the moment passenger’s step into our stores they’ll understand International Shoppes is different. From the carefully curated product selection, to unique visual advertising, and ambiance, every detail is designed to provide travelers with an exceptional & memorable shopping experience.



10.5.7 - SEA CUSTOMER SERVICE PLAN

CUSTOMER SERVICE TRAINING

International Shoppes is committed to providing exceptional customer service at SEA. Our approach to customer service starts with a guided four-part onboarding process that ensures our customers leave happier than when they came in. This process includes our mission statement, the G.R.E.A.T program, Sense Selling, and the nine steps of customer service.

Mission Statement

We want our customers to leave our stores happier than when they came in. This sentiment reflects our dedication to exceeding customer expectations and creating a positive shopping experience that aims to delight and uplift.

G.R.E.A.T Program

The G.R.E.A.T program is a core element of our customer service strategy. It stands for:

- **Greet our customers:** We believe in making a warm and friendly greeting to every customer as they enter our store. A friendly greeting sets the tone for a positive shopping experience.
- **Respect our customers:** We treat each customer with respect, valuing their preferences, opinions and needs.
- **Engage our customers:** We actively engage with customers to understand their preferences and provide assistance accordingly.
- **Allow our customers:** We respect the pace at which customers wish to shop and provide assistance when needed without being intrusive.
- **Thank our customers:** Expressing gratitude is essential. We thank our customers for choosing International Shoppes and for their patronage.

Sense Selling

To ensure that our staff delivers excellent service, we implement the Sense Selling approach, which includes:

- **Smile:** Our staff members greet customers with a warm and genuine smile, creating a welcoming atmosphere.
- **Explain:** We provide clear and concise explanations about products and services, ensuring customers have the information they need.
- **Name:** Our associates introduce themselves by name, establishing a personal connection.
- **Show:** We demonstrate products, helping customers visualize their utility and value.
- **End:** We conclude interactions with customers on a positive note, ensuring they leave with a lasting positive impression.

9 Steps of Customer Service

Our comprehensive approach to customer service includes the following nine steps:

1. **Greet the customer:** A warm and genuine greeting sets the tone for a positive shopping experience.
2. **Introduce yourself:** Establish a personal connection by introducing yourself to the customer.
3. **Discover our customers:** Actively engage with customers to understand their preferences, needs, and expectations.
4. **Try it on / Try it out:** Encourage customers to experience products firsthand, enhancing their confidence in their choices.
5. **Product knowledge:** Our staff is well-trained and knowledgeable about our products, providing valuable insights and information.
6. **Recommend / add on:** We suggest complementary products or accessories to enhance the shopping experience.
7. **Lasting impressions:** We aim to create memorable shopping experiences that customers will cherish.
8. **Teamwork:** Collaboration among our team members ensures efficient service delivery.
9. **Thank the customer:** Expressing gratitude for the customer’s patronage is a crucial final step.

Additionally, International Shoppes has implemented an in-store observation and coaching program to support the development of our team members. This program pairs new team members with seasoned associates to prepare them for the in-store role and atmosphere. Through hands-on guidance, feedback, and mentorship, our new team members learn the ropes, gain confidence, and develop the skills needed to excel in providing top-notch customer service at SEA. This mentorship approach ensures that our commitment to customer satisfaction is consistently upheld throughout our team.

A Clear & Simple Mission:
 To have our customers leave our stores happier than when they came in.

PROCEDURES FOR HANDLING COMPLAINTS

International Shoppes takes customer complaints seriously and has established a dedicated team to address and resolve any issues that customers may encounter while shopping in our stores. Our customer complaint resolution process is designed to ensure timely responses and satisfactory solutions:

Complaint Submission

Customers who have encountered issues or have complaints can submit them through a dedicated email address provided by International Shoppes. This email address is noted on our printed receipts as well as on our website, ishoppes.com.

Immediate Acknowledgment

Upon receiving a complaint or issue via email, we send an immediate response to the customer to confirm that their email has been received. This acknowledgment reassures the customer that their concern is being taken seriously.

Commitment to Timely Response

We are committed to responding to customer complaints within 24 hours of receiving them. This commitment reflects our dedication to addressing customer concerns promptly and efficiently.

Thorough Understanding

Our customer service representatives take the time to fully understand the nature of the complaint or issue. This includes gathering all relevant information from the customer to ensure we have a clear understanding of their perspective.

Solution-Oriented Approach

International Shoppes is dedicated to finding solutions that are satisfactory to the customer. Our customer service team works diligently to identify appropriate resolutions, whether that involves addressing specific issues, providing refunds or exchanges, or implementing process improvements to prevent similar issues in the future.

Open Communication

Throughout the resolution process, we maintain open and transparent communication with the customer. We provide regular updates on the progress of resolving their complaint and ensure they are informed at every step.

Continuous Improvement

We view customer complaints as valuable feedback that helps us improve our products, services, and customer experience. We analyze trends in complaints to identify areas where we can enhance our operations and prevent future issues.

We strive to ensure that every customer feels heard, respected, and satisfied with the resolution of their concerns. By maintaining a structured and responsive approach to complaints, we aim to strengthen our relationship with our customers and continually enhance the quality of our services.



Duty Free, JFK Terminal 1

CONSISTENTLY MONITORING PROCEDURES

International Shoppes is dedicated to monitoring procedures to ensure that our team consistently provides high-quality service at SEA airport. Our approach to monitoring and maintaining service excellence includes several key strategies and practices:

Management Team Immersion

Prior to starting operations at SEA senior management team will visit our other airport operations to immerse themselves with their counterparts from other International Shoppes locations. They will have a deep dive into the core foundations noted in 10.5.7(a) to help set the stage for a successful transition in SEA. This immersive experience allows our management to gain insights into best practices and ensures consistency in our service approach across different locations.

Ongoing Support from Other Locations

From day one of opening at SEA, we will have members from other International Shoppes locations present around the clock for the first month or as long as needed. This presence helps to ensure that the International Shoppes culture is fully adopted and that our G.R.E.A.T service standards are consistently upheld.

Management Involvement

Our company approach emphasizes the active involvement of management staff on the sales floor. They work hand in hand with their teams to assure that staff members are providing a “best in class” customer service approach. This hands-on approach not only sets an example but also allows for immediate feedback and coaching.

Key Performance Indicators (KPIs)

We employ a robust series of KPIs that are reviewed throughout the day. These KPIs help us track our performance in real-time, ensuring that we are meeting sales goals and maintaining high levels of customer service. This allows us to coach staff in the moment, addressing any issues promptly.

Personal Device Policies

We have policies in place to minimize the use of personal devices among our staff. Limiting personal device usage is a crucial component of elevating our customer focus, as it ensures that staff members are fully engaged with customers and not distracted by personal matters during working hours.

Camera Network

We maintain a robust camera network that is viewed by our Loss Prevention (LP) team. This network serves multiple purposes, including preventing theft and ensuring that the team is performing at their best. The visibility provided by the camera network allows us to address any performance or security concerns promptly.

Vendor Coaching

We provide vendor coaching, both on-site and off-site, to educate and empower our team members to effectively promote and sell their goods to traveling passengers. This coaching works side by side with our “Sense Selling” to ensure that our staff is knowledgeable about the products they offer and can provide valuable recommendations to customers, which ultimately lead to maximized revenues and happy customers.

Our multi-faceted approach assures we monitor and maintain the highest quality customer service. We believe that a combination of immersion, ongoing support, management involvement, KPI tracking, policy enforcement, camera monitoring, and vendor coaching collectively contribute to our commitment to delivering exceptional service at SEA airport.



Chanel JFK Terminal 1

10.5.8 - PROOF OF CUSTOMER SATISFACTION

As a trusted and industry-leading duty-free operator, we have consistently strove to enhance the passenger experience and set the highest standards in customer satisfaction.

The following examples serve as a testament to our dedication to delivering outstanding services and products that resonate with travelers and align seamlessly with the unique preferences and needs of SEA airport passengers. These are some of the accolades and commendations that will provide clear evidence of our ability to create an exceptional and memorable shopping environment

2023

- **DFNI Global Travel Retail Awards** - Finalist, Best Retailer & Supplier Promotion
- **Houston International Airport Gold Service Awards** - Seven employees were acknowledged for receiving an over 90% on their mystery shops
- **Best Duty Free Concession** - Chanel Boutique
- **Operational Excellence Award** - Operational Excellence Award for consistently achieving top audit scores in safety and operating standards [BWI]

2019

- **DFNI Americas Award** - Finalist, Best new shop in the America's [JFK T1-Duty Free]
- **2019 Marketplace Airport Operator Awards** - Chanel store - Best Customer Service Specialty Retail [BOS-TE]
- **Employee of the Year** - Yuki Wong, Dior BA [BOS-TE]
- **Employee of the Year** - Frank Ross [BOS-Terminal A]

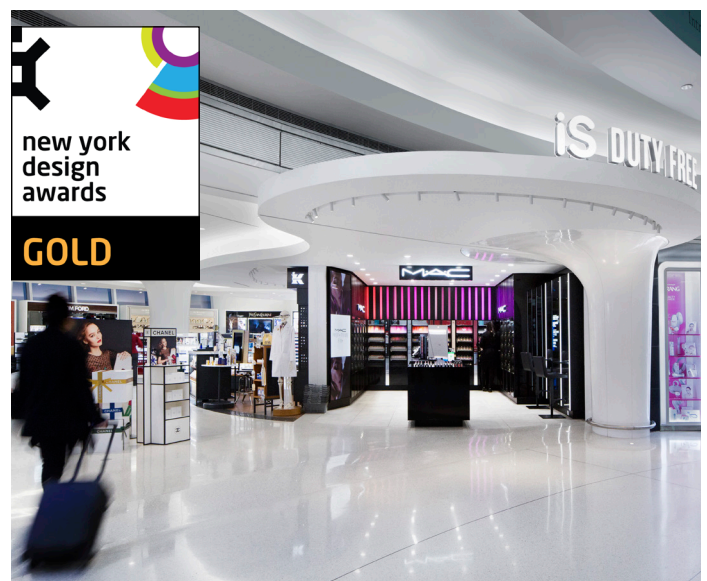
2018

- **DFNI Americas Award** - Winner, Best new shop in the America's [JFK T1-Beauty]
- **Better Future NY Design Award - Best Store**, celebrating innovative and creative interiors, with consideration given to space planning and aesthetic presentation [JFK T1-Duty Free]
- **Boston Chinatown Neighborhood Center (BCNC) Leadership Award for English** - Acknowledgment of International Shoppes' support to the development of English language skills of the immigrant workforce.

2017

- **Boston International Airport Logan Airport Assc. Louise Eldridge Award** - Awarded to best overall airport retailer shop [BOS]

Customer Satisfaction Email [2022]:
"Hello, I am writing about a very happy shopping experience at JFK duty free store with Anne Kanja. :) I am a passenger transiting at JFK and my final destination is Hong Kong. I was walking around the stores and thinking about a gift for my mom. This very nice lady Anne Kanja is super professional and patient, helping me pick the great scents at Jo Malone counter. She also helped me with finding great Lamer products for myself. Her bright smile made me feel very warm! Wish her all the best!"



Beauty Store, JFK Terminal 1

10.5.8 - ENVIRONMENTAL PHILOSOPHIES

International Shoppes is deeply committed to environmental sustainability, and we integrate our environmental philosophies and practices into our day-to-day operations. Our dedication to minimizing our environmental impact extends across various aspects of our business, and we are proud to contribute positively to the communities and environments where we operate.

Here are some of the key environmental practices and philosophies that define our company:

Recycled Shopping Bags

International Shoppes has been a pioneer in eco-friendly practices by using 100% recycled plastic bags for over a decade. By opting for recycled bags, we reduce the demand for new plastic production and promote the responsible use of resources. This has been a long-standing process for our company and we will continue to invest in and research new and improved plastic and paper alternatives to ensure we are minimizing waste.

Support for Airport Initiatives

We understand that each airport may have its own sustainability initiatives and goals. Our commitment is to not only meet but exceed the environmental targets set by the airports in which we operate. We actively engage with airport authorities to align our practices with their sustainability objectives.

Digital Inventory & Receiving

We have implemented a robust computer system that enables our team to perform inventory and receiving digitally. This approach eliminates the need for paper-based processes, reducing paper consumption and its associated environmental footprint. This not only streamlines our operations but also minimizes our impact on forests and reduces waste.

Efficient Delivery Consolidation

We prioritize efficient logistics and delivery processes. One of our strategies is to consolidate deliveries, maximizing the use of our vehicles. By doing so, we minimize the number of trips required and reduce carbon emissions associated with transportation. This approach reflects our commitment to reducing our carbon footprint and minimizing congestion around airport facilities.

Energy-Efficient LED Lighting

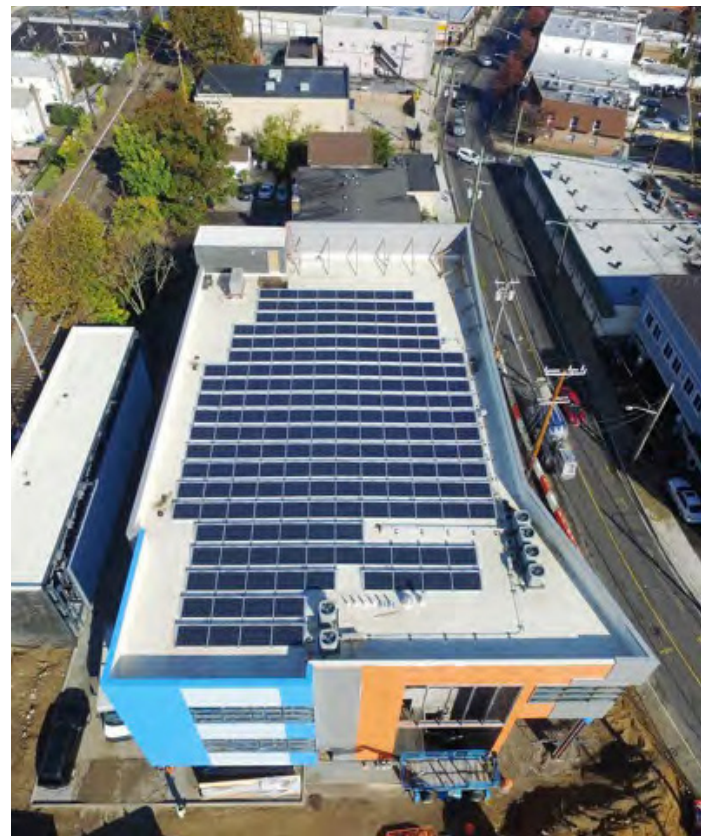
International Shoppes is dedicated to energy efficiency, and this is exemplified by our use of top-of-the-line LED lighting in our stores. LED lighting consumes significantly less energy compared to traditional lighting, resulting in reduced electricity consumption and lower greenhouse gas emissions. Additionally, our fixtures are built to the highest standards, ensuring longevity and minimizing the need for replacements, which in turn reduces waste.

Solar-Powered Corporate Office

Our commitment to sustainable practices extends to our corporate office, which we built in 2015 and specifically designed to be powered by solar energy. This initiative reduces our reliance on non-renewable energy sources and helps lower our carbon footprint.

Corporate Waste Management

We go above and beyond by paying extra to ensure that all trash from our corporate facilities are properly processed for reentry into the production cycle. Since 2001 we have partnered with Liberty Ashes to bring all waste to a Material Recovery Facility (MRF) to separate Refuse Recyclables, Organics, Glasses, Metals and C&D Materials.



International Shoppes Corporate Office, Valley Stream, NY



Community Engagement

As part of our commitment to community, we actively engage in environmental & social initiatives. We partner with Island Harvest, a food bank based in New York, to assist in planting crops on farms nearby our headquarters. These crops then help feed those who are food insecure in the community, addressing a critical social and environmental issue simultaneously.

In Houston, we are committed to supporting the local chapter of "My Brother's Keeper". Our pledge is a portion of sales to the organization once we pass a certain threshold in revenues at our Houston operation. The group is a sustainable 501(c)3 that provides assistance to individuals and families in crisis.

International Shoppes is also a proud supporter of PinkAid, a 501(c)3, whose mission is to provide compassionate support, critical resources and emergency financial assistance to underserved breast cancer patients and their families.



MY BROTHER'S KEEPER





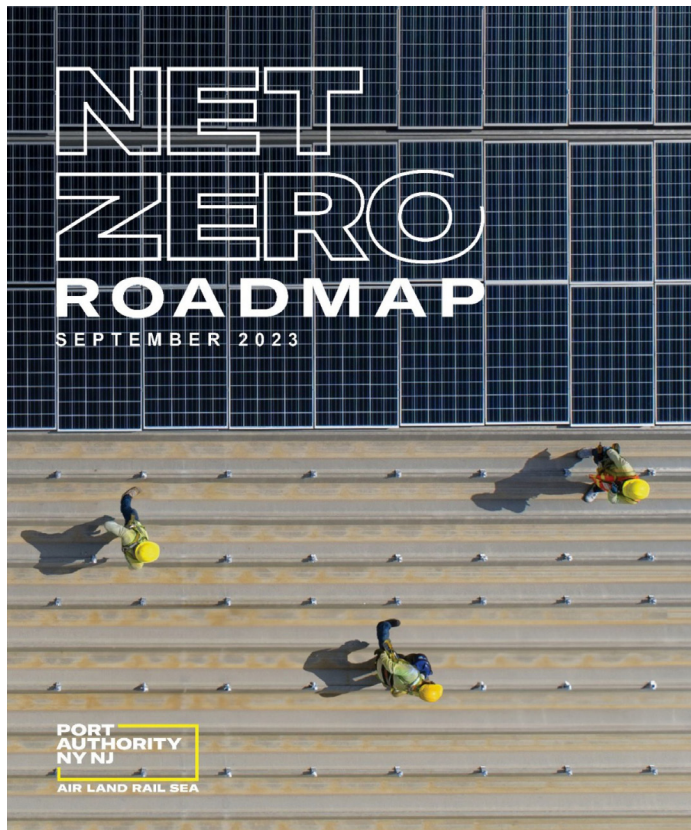
10.5.9 - COMMITMENT TO SEA'S COMPOSTING & RECYCLING INITIATIVES

International Shoppes is committed to being a leader in the airport's environmental composting and recycling initiatives.

10.5.10 - SUSTAINABLE SOURCING PRACTICES

International Shoppes is fully committed to environmentally-sustainable sourcing practices and responsible product packaging at SEA.

As outlined in Section 10.5.8 of the RFP, we prioritize product sourcing that meets or exceeds recognized sustainability standards, reduce packaging waste, actively participate in recycling and composting programs and a focus on energy efficiency. Our dedication to environmental responsibility goes hand-in-hand with our commitment to continuously evolve and improve our practices. Throughout the contract's duration International Shoppes will meet or exceed SEA's expectations and contribute to a greener, more sustainable airport environment.



Shoppes is fully committed to PANYNJ's Net Zero Roadmap and applies these practices at our locations nationwide

10.5.11 - SUSTAINABLE PRACTICES FOR DESIGN & CONSTRUCTION

International Shoppes is committed to a diverse array of sustainability practices, spanning commercial design, construction, and ongoing operations, as discussed in the preceding section. Our dedication to sustainability has been a core principle for International Shoppes, extending to both our field operations and office environments.

In the field, we actively strive to meet or exceed the sustainability targets established by our airport authority partners, with a notable example being our significant collaboration with the Port Authority of New York and New Jersey (PANYNJ). We fully support PANYNJ's ambitious goals, including the commitment to achieving net-zero carbon emissions by 2050 and interim milestones. To this end, we consistently uphold rigorous sustainable construction requirements, utilizing innovative approaches like low-carbon concrete mixes, low-emission construction vehicles, and effective construction waste reduction.

Furthermore, many of our airport shops are developed and constructed by our suppliers, who are brand owners. Consequently, we advocate for our sustainability standards and collaborate closely with our airport authorities to extend these expectations to our brand partners. We insist that our suppliers meet the same high standards we are dedicated to achieving.

Internally, we have embraced a greener approach within our office spaces, aimed at fostering an ideal working environment for our team members while also mitigating our ecological footprint. In 2015, we expanded our Valley Stream office footprint, envisioning and constructing a three-story office building that incorporates state-of-the-art environmentally friendly features. These features range from a solar-panel-adorned roof and energy-efficient LED lighting to water-saving fixtures, waste-reducing high-powered hand dryers, and purified drinking water to discourage plastic bottle usage. These initiatives not only create a happier working environment but also significantly reduce our energy and supply usage and costs. Importantly, it is worth noting that these practices were voluntary investments, underscoring our role as responsible stewards of our environment, all while reaping long-term financial efficiencies.

For project-specific details regarding our approach to environmental sustainability, we invite you to consult Section 10.3 in our proposal. We are eager to explore how our sustainable practices can complement and enhance your project at SEA.

APPENDIX

ADDENDA CONFIRMATIONS

LETTERS OF SUPPORT



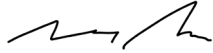


**Port of Seattle
Seattle-Tacoma International Airport
Airport Dining & Retail Program
Request for Proposal
(RFP 23-1DF)**

**Addendum No. 1
CONFIRMATION**

Respondent must complete this RFP Addendum No. 1 confirmation and attach it to the Submittal.

RFP 23-1DF Addendum No. 1 has been received and reviewed by:

Respondent International Shoppes LLC on behalf of International Shoppes SEA Partners, LLC
Name M. Greenbaum
Title Co-CEO
Signature 
Date October 31, 2023

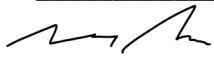


**Port of Seattle
Seattle-Tacoma International Airport
Airport Dining & Retail Program
Request for Proposal
(RFP 23-1DF)**

**Addendum No. 2
CONFIRMATION**

Respondent must complete this RFP Addendum No. 2 confirmation and attach it to the Submittal.

RFP 23-1DF Addendum No. 2 has been received and reviewed by:

Respondent International Shoppes, LLC on behalf of International Shoppes SEA Partners, LLC
Name M. Greenbaum
Title Co-CEO
Signature 
Date October 31, 2023

LANDLORDS/ASSOCIATIONS - TOGA



October 19, 2023

Scott Van Horn
Senior Business Manager Airport Dining and Retail
Port of Seattle - Seattle-Tacoma International Airport

Dear Mr. Van Horn,

I am writing to wholeheartedly endorse International Shoppes' bid for the Duty-Free Retail space at Seattle-Tacoma International Airport (SEA) on behalf of the Terminal One Group Association L.P. (TOGA). Our connection with International Shoppes has been both long-standing and exceptional, dating back to our partnership at John F. Kennedy International Airport's Terminal One since 1998.

International Shoppes has consistently set the industry standard for Duty Free operations in the United States. They have demonstrated remarkable proficiency in revenue maximization and consistently rank among the highest performers nationally in terms of duty-free sales per square foot. This impressive record showcases their dedication to excellence in sales and service.

One of the most remarkable aspects of our partnership with International Shoppes is their commitment to keeping their retail spaces vibrant and fresh for travelers. They continuously introduce new and innovative offerings that enhance the overall customer experience and contribute to the terminal's ambiance. This commitment has not only kept our passengers engaged and satisfied but has also positively influenced the overall appeal of Terminal One at JFK.

We firmly believe that the same level of excellence, dedication, and innovation that International Shoppes has consistently displayed at JFK will be brought to SEA Airport. As such, we are proud to offer our full support for their bid for the Duty-Free Retail space at SEA Airport.

Thank you for considering our endorsement.

Sincerely,



Steve Rowland
Executive Director
TOGA

LANDLORDS/ASSOCIATIONS - WA FAMILY WINERIES

Family Wineries of Washington State

Page | 1



Board of Directors
Family Wineries of Washington State

Board@familywineriesofwashington.org
<http://www.familywineriesofwashington.org>

699 Lost River Road, Mazama WA 98833

Scott Van Horn
Senior Business Manager Airport Dining and Retail
Port of Seattle - Seattle-Tacoma International Airport

Dear Mr. Van Horn,

I am writing on behalf of Family Wineries of Washington State to express our strong support for International Shoppes' proposal for the Duty-Free Retail space at SEA Airport (RFP 23-1DF).

Family Wineries represents small family-owned wineries across Washington State, including in King County . We believe that partnering with International Shoppes, with their focus on small batch distilleries, which will be extended to wines, aligns perfectly with our mission to promote these smaller family wineries and elevate our region's profile.

This partnership will help us achieve global recognition and contribute to job growth within our communities. SEA Airport's selection of International Shoppes would not only provide travelers with a unique and authentic experience but also support our mission.

We fully support International Shoppes' bid for the Duty-Free Retail space at SEA Airport and hope you will consider this opportunity to showcase our exceptional Washington State wines to a global audience.

Thank you for your consideration.

Sincerely,

R. Paul Beveridge
President

LANDLORDS/ASSOCIATIONS - TABOR 100



Tabor 100 is an association of entrepreneurs and business advocates who are committed to economic power, educational excellence and social equity for African-Americans and the community at large.

October 17, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle – Seattle –Tacoma International Airport

RE: (RFP 23-1DF) International Shoppes proposal to operate SEA’s Duty-Free program

Mr. Van Horn,

We are writing in support of International Shoppes (iShoppes) bid to operate duty-free shops in the Seattle-Tacoma International airport.

Tabor 100 is a Washington-based association of entrepreneurs and business advocates who are committed to economic power, educational excellence and social equity for African Americans and the community at large. We continue our mission to bring about economic change in overburdened and underserved communities.

Tabor 100 has a rich history and tradition of serving minority business leaders, disadvantaged businesses, and those communities often left-behind. For the past 20 years, Tabor 100 has worked to ensure that the brush of economic opportunity & prosperity reaches all members of society and to provide that opportunity with fairness and with justice.

International Shoppes has proactively approached us for a letter of support in their bid for SEA’s duty-free program RFP 23-1DF. While in the early stages of discussions, we have appreciated the demonstrated commitment that International Shoppes has shown to inclusive relationship building and we will look forward to exploring ways in which we can partner together to advance our common vision of an inclusive economy that benefit local businesses and brands. We look forward to partnering with them in this work when they are successful.

Tabor 100 and its members, including our Airport Concessions Disadvantaged Business Enterprise (ACDBE) members, are pleased to support International Shoppes’ approach to creating a platform that highlights our region’s significant brands, their willingness to partner in career-connected learning opportunities for our youth, and utilizing our region’s minority-owned and operated business network.

This community-centered approach to building economic opportunity is sure to lead to increased market access for local brands, partnerships for small, disadvantaged business enterprises and will lead to more jobs in the region. We look forward to seeing how International Shoppes does during the bidding process and look forward to a long partnership should they win.

Best regards,



CEO & President

7100 Fort Dent Way, Suite 100 | Tukwila, WA, 98188 | Tel 206-368-4042 | Tax ID 91-2013635 | www.tabor100.org

APPENDIX - LETTERS OF SUPPORT



LANDLORDS/ASSOCIATIONS - ISLAND HARVEST



Oct. 3, 2023

Scott Van Horn
Senior Business Manager
Airport Dining and Retail
Port of Seattle - Seattle-Tacoma International Airport
Cell 206.462.8328
vanhorn.s@portseattle.org

Dear Mr. Van Horn,

Island Harvest Food Bank is a leading hunger-relief organization with a mission to end hunger and reduce food waste on Long Island. We accomplish this through efficient food and product collection and distribution systems, enhanced hunger awareness and nutrition education programs, a Workforce Skills Development Institute, targeted services for specific populations, outreach activities and advocacy initiatives. Our work directly supports a wide network of community-based non-profit organizations, as well as individuals, veterans, families, and seniors directly who turn to us for support. Island Harvest is among the region's foremost agencies in emergency response readiness for food, product, resource distribution and support, and is a member of Feeding America, the nation's leading domestic hunger-relief organization.

International Shoppes has been a strong partner of Island Harvest in our work to end hunger in our region. Their efforts have included food drives, fund raising, volunteering on our Healthy Harvest Farm, helping graduates of our Workforce Skills Development Institute to find job placement and creating visual campaigns at their JFK stores to raise awareness and donations.

We write this as a letter of support for International Shoppes' bid for the duty-free concession at SEA. Should they be successful, we trust that they will be a great community advocate and support organizations like Island Harvest Food Bank in the greater Seattle area and beyond.

Should you have any questions, please feel free to reach out to me at 631-873-4775.

Regards,

A handwritten signature in black ink that reads 'Randi Shubin Dresner' followed by 'Thank you' written in a cursive style.

Randi Shubin Dresner
President & CEO

126 Spagnoli Road, Melville, NY 11747
Melville | Uniondale | Calverton | Brentwood
631-873-4775 | 516-294-8528 | www.islandharvest.org

LANDLORDS/ASSOCIATIONS - NATIONAL ASSC. OF WINE RETAILERS



October 18, 2023

Dear Mr. Van Horn,

I am writing on behalf of the National Association of Wine Retailers to express our strong support for International Shoppes' bid for the Duty-Free Retail space at SEA Airport.

The National Association of Wine Retailers represents a network of retailers dedicated to promoting responsible access to the widest array of fine wines. We firmly believe that International Shoppes, with their impressive track record and prime location, is the ideal candidate to advance this mission. It is particularly International Shoppes' history of educating their sales force and enhancing sales for locally made wines that most impresses us. We believe that representation of Washington State wines and those from the greater Pacific Northwest region will be well represented in this duty-free venue

This potential partnership offers an exceptional opportunity to introduce a wide range of travelers to the unique and diverse wines produced in our region. By focusing on education and promotion, International Shoppes can significantly contribute to the growth and recognition of our local and PNW wines on a global scale.

The National Association of Wine Retailers wholeheartedly endorse International Shoppes' bid for the Duty-Free Retail space at SEA Airport and believe it will offer a valuable platform for wine education, responsible sales, and benefit the local and regional wine industries.

Thank you for considering our support.

Sincerely,



Tom Wark, Executive Director
National Association of Wine Retailers.

LANDLORDS/ASSOCIATIONS - MASSPORT



Massachusetts Port Authority
One Harborside Drive, Suite 200S
East Boston, MA 02128-2909
Telephone (617) 568-5000
www.massport.com

October 17, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle
Seattle-Tacoma International Airport

RE: International Shoppes Duty Free
RFP 23-1DF

Dear Mr. Van Horn:

I am writing this letter at the request of International Shoppes in connection with their response to the Seattle-Tacoma International Airport Request for Proposal referenced above. Massport owns and operates Boston Logan International Airport (“Logan Airport”). Logan Airport’s Food & Beverage, News, Duty Free & Specialty Retail Concession Program has been managed by the concession managers referenced below. Those concession managers entered into subleases with the concessionaires operating at Logan Airport.

In 2011, Massport’s concession manager for Terminals B and E, Airmall (formerly BAA), issued an RFP seeking duty free retailers. International Shoppes was selected, through this competitive process, as the duty free operator for those terminals. This sublease with International Shoppes commenced on January 1, 2012. International Shoppes then expanded into Terminals C and A in 2013 and 2016, respectively, pursuant to subleases with Westfield Concession Management, Massport’s concession manager for those terminals. Massport’s current concession manager, MarketPlace, replaced Airmall and Westfield as the sublandlord under the International Shoppes subleases in 2017 and 2018, respectively. International Shoppes operated at Logan Airport for 11 ½ years, until April 30, 2023.

As you may know, Logan Airport serves as a gateway to the City of Boston, the Commonwealth of Massachusetts and New England and serves as air travelers’ first impression of the region. In CY2022, Logan Airport served over 36 million total passengers (including 6.5 million international passengers) via four principal passenger terminals (A, B, C and E). Logan Airport currently has 103 gates in active use, 44 airlines, and 136 non-stop destinations (83 Domestic/53 International).

During its term, International Shoppes held a presence in every terminal, operating 9 concession facilities throughout Logan Airport. The International Shoppes team worked with Massport’s concession managers (i.e., Airmall, Westfield, and MarketPlace) to ensure the duty free program offered a luxury shopping experience, including but not limited to, providing high-end cosmetics & fragrances, confections, accessories such as handbags and watches, as well as specialty products that appeal to the domestic and international passenger mix. To the best of our knowledge, they have adhered to all terms of the sublease agreements, reporting requirements,

LANDLORDS/ASSOCIATIONS - WA BREWERS GUILD



PO Box 66491 | Burien, WA 98166
Phone: (425) 501-1626

October 23, 2023

Scott Van Horn
Senior Business Manager Airport Dining and Retail
Port of Seattle - Seattle-Tacoma International Airport

Dear Mr. Van Horn,

I am writing on behalf of the Washington Brewers Guild to express our support for International Shoppes' bid for the Duty-Free Retail space at Seattle-Tacoma International Airport (SEA).

The Washington Brewers Guild is an organization representing the vibrant and growing craft beer industry in our state. Our members are committed to producing high-quality, innovative, and unique beers that showcase the diverse flavors of Washington. We firmly believe that a partnership with International Shoppes would be a tremendous asset to our industry and the passengers traveling through SEA Airport.

Our local craft brewers take pride in their creations, and we are confident that International Shoppes will bring the same level of passion and commitment to showcasing those passions to the global traveler as they have done for other industries. Their expertise and dedication to excellence align perfectly with our mission to promote and celebrate the craft beer community in Washington.

We wholeheartedly endorse International Shoppes' bid for the Duty-Free Retail space at SEA Airport and believe that their presence will provide a unique opportunity for travelers to experience the rich diversity of Washington's craft beer offerings.

Thank you for considering our support.

Sincerely,

Daniel Olson
Executive Director
Washington Brewers Guild

LANDLORDS/ASSOCIATIONS - GENSLER

1200 Sixth Ave
Suite 500
Seattle WA 98101
USA

Tel 604.334.6371



October 24, 2023

Subject: Seattle-Tacoma International Airport (SEA) Duty Free

Dear Selection Committee:

Gensler is excited to support Ishoppes for the TRA scope of Concourse A Duty Free and in an Architect of Record role for the Duty Free fit out of all three locations. As a collaborator with Ishoppes and in support of SEA, Gensler brings a local team of architects and interior designers. We are licensed in Washington state and in addition to local codes, are also familiar with Port of Seattle design standards. Gensler will leverage our existing partnerships and perform additional outreach to provide a full-service team of architects, engineers, and specialty consultants to provide professional services for the scope of work. With shared values with the Port of Seattle, we are committed to meeting the Diversity in Contracting aspirational goal of 15% WMBE inclusion. In addition to hosting an outreach event in our Seattle office last year to network with diverse firms, Gensler regularly attends PortGen events, and attended the informational and pre-proposal meetings for the Duty Free project. The Gensler team has reviewed the Project Definition Document (PDD) provided by SEA. This combined with our team members previous and current experience at SEA enable us to build a team that supports Ishoppes and SEA for shared success in the Duty Free project.

Sincerely,



Jennie Santoro
Aviation Project Director

jennie_santoro@gensler.com
213.264.8010



Corporate Office
3555 Kraft Road, Suite 300
Naples, FL 34105
Tel 239.262.0010 Fax 239.262.8808

October 24, 2023

Mr. Scott Van Horn
SEA Airport Dining and Retail

RE: SEA Duty Free RFP 23-1DF - Letter of Support for International Shoppes

Dear Sir:

We are writing this letter to express our support for the proposal submitted by International Shoppes (“iShoppes”) for the RFP 23-1DF Duty Free Package at Seattle-Tacoma International Airport (SEA). AvAirPros has been specializing in airport operations and construction since 1989 and has been supporting the airport and airline industry in SEA for more than seven years. AvAirPros has managed over \$3B in projects for airlines, including numerous terminal, club, airline system, infrastructure, support facilities, and concessions projects. Our staff understands what it takes to successfully deliver projects at SEA airport, including working with local Port of Seattle management teams, according to their established design and construction guidelines.

We have been involved in the development of iShoppes’ proposal from the initial stages, and we have worked with Gensler to provide our expertise and guidance on the scope, cost, and timeline of the project. We have also worked with Gensler to provide iShoppes with a risk assessment, architectural and design fee estimate, construction cost estimate, and cash flow analysis to validate assumptions in the Project Definition Document (PDD) and understand costs throughout the project’s execution.

We are confident that iShoppes’s proposal is well-researched, realistic, and feasible. We believe that the team iShoppes is proposing has the experience, resources, and skills to successfully execute the project and deliver it on time, within budget, and in alignment with Port of Seattle standards.

We are committed to supporting iShoppes throughout the project lifecycle, from planning and design to construction and beneficial use. We will provide our professional project management services, including risk management, quality control, stakeholder communication, and performance monitoring. We will also coordinate with Port of Seattle stakeholders, Gensler and their design team, the selected General Contractor, and other relevant parties to ensure a smooth and efficient implementation of the project.

We are looking forward to working with the Port of Seattle and iShoppes on this exciting program.

Sincerely,

AVAIRPROS



Matthew Robisch
Senior Director

cc: Kottayam V. Natarajan Jr.
Dan Lapinsky, Senior Director

LOCAL WASHINGTON STATE BRANDS - WESTLAND



October 17th, 2023
2931 1st Avenue South
Seattle, WA 98134 United States of America

RE.Marketplace/Massports Invitation to Propose for the Duty Free & Specialty Retail at Seattle-Tacoma International Airport

We understand you are offering for bid the Duty-Free Concession at Seattle-Tacoma International Airport. We also understand that you have a choice from a variety of travel retail operators.

In a remarkable collaboration that marks a significant milestone in our journey, Westland is proud to announce its partnership with International Shoppes, the first client to launch our American Single Malt Whiskey in Duty-Free stores. This partnership brings together two industry leaders, each renowned for their commitment to excellence and innovation. International Shoppes' dedication to curating a premium shopping experience aligns seamlessly with our vision to provide travelers with a taste of American craftsmanship and tradition. We are deeply grateful for International Shoppes' trust in our brand and look forward to a prosperous and harmonious partnership that will redefine the world of travel retail.

Westland Distillery views airport travel retail as an essential component of our global sales and marketing strategy for its ability to create international brand awareness among the world's consumers. Travel retail is the window to the world, and we strongly believe that International Shoppes possess the necessary resources and management to provide our brands with the highest quality merchandising and memorable guest experience.

International Shoppes is a valuable partner and has shown professionalism and focus in all aspects of their business. Westland and International Shoppes have partnered in JFK and IAH to create branded section and experiences, notably to launch the brand in Duty - Free. As a proud Seattle-based company, we would be excited to continue to partner with International Shoppes to develop a branded space in the Seattle airport. We wish them success in their bid for the Duty-Free Concession in Seattle-Tacoma International Airport.

Sincerely,

Jason Moore,
Managing Director
Westland Distillery



LOCAL WASHINGTON STATE BRANDS - STE MICHELLE



STE MICHELLE

WINE ESTATES

It is our understanding that International Shoppes will be submitting a proposal to operate the duty-free concession at Seattle-Tacoma International Airport. This letter is to confirm that International Shoppes status as direct buying customer and we authorize International Shoppes to include Ste Michelle Wines.

Celebrating more than 50 years of winemaking. Chateau Ste. Michelle is the leading Washington State producer with important brands such as Chateau Ste Michelle, Columbia Crest and 14 hands.

If International Shoppes is selected as the winning concessionaire, we will be able supply branded merchandise and provide support for their retail operations at Seattle-Tacoma International Airport.

International Shoppes has been a long-standing customer of Ste Michelle Wines. We look forward to our continued partnership with International Shoppes at Seattle-Tacoma International Airport.

Sincerely,

Sincerely,



David Andrews
Vice President – Fine Wine, Import and International

SINCE 1934

14111 NE 145th Street • PO Box 1976 • Woodinville WA 98072 • (425) 488-1133 • smwe.com

LOCAL WASHINGTON STATE BRANDS - WESTLAND



14509 Woodinville Redmond Rd. NE, Woodinville, WA 98072
tel: (425) 486-1199 | fax: (877) 733-4543
www.woodinvillewhiskeyco.com

10/24/2023

Mr. Scott Van Horn
Senior Business Manager
Port of Seattle-Seattle-Tacoma Airport

RE: International Shoppes Commercial Reference for Seattle Tacoma Duty Free.

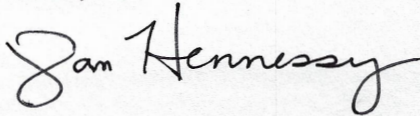
Dear Mr. Van Horn,

Thank you in advance for your consideration of International Shoppes. All of us here at Woodinville Whiskey Co. are very proud of our locally produced Bourbon and Rye Whiskeys and we look forward to working with International Shoppes, who is a highly regarded luxury retailer with our Moet Hennessy Travel Retail Team.

The team here at Woodinville strongly recommends International Shoppes to be a Premier retailer in Seattle-Tacoma Airport and we will support any retail experience, including dedicated focus on our Seattle area/local Woodinville products.

Any further information needed, please feel free to reach out to me. And if you find your way up to Woodinville any time soon, let me know if you would like a tour and tasting.

Thanks, Dan



Dan Hennessy
Chief Executive Officer
Woodinville Whiskey Co.
14509 Woodinville Redmond Rd. NE
Woodinville, WA 98072
P (425) 486-1199

LOCAL WASHINGTON STATE BRANDS - FAST PENNY

Scott Van Horn

Senior Business Manager | Airport Dining and Retail
Port of Seattle - Seattle-Tacoma International Airport
Cell 206.462.8328 | vanhorn.s@portseattle.org

October 31, 2023

Dear Mr. Van Horn,

Fast Penny Spirits is a certified woman-owned, B Corp certified business that has been based in Seattle since 2017, launching their amaro in July 2020. The Company is proudly producing high-quality, award-winning American-made amari in beautiful packaging under the brand name Amaricano.

We have our Pretty Penny program which commits 3% of the sales of bottles and cans to nonprofits that empower women in business, our community, and the hospitality industry.

Our Company is aware and in support of International Shoppes' bid to operate the duty-free concessions at SEA. As a Company that is local to Seattle, we are excited to and share in International Shoppes' enthusiasm to feature local brands.

In addition to featuring our Amaricano 700 ml bottles, we would also look to merchandise our 200ml Shakerato canned cocktail beverage – coffee, amaro, and bitters. We think this could be a great “grab and go” item for the busy traveler trying to make their flight.

Please feel free to contact me with any questions.

Sincerely,



Jamie Hunt
Founder & CEO of Fast Penny Spirits
Cell: 206-890-1992 | jamie@fastpennyspirits.com
www.fastpennyspirits.com | @fastpennyspirits |
@amaroamaricano

LOCAL WASHINGTON STATE BRANDS - ELSOM



October 31, 2023

Scott Van Horn

Senior Business Manager | Airport Dining and Retail
Port of Seattle - Seattle-Tacoma International Airport
Cell 206.462.8328 | vanhorn.s@portseattle.org

Dear Mr. Van Horn,

As a company founded in Seattle, Elsom Cellars is excited to share in International Shoppes' enthusiasm to feature local brands. The team at Elsom Cellars is very excited to support the International Shoppes' bid to operate the duty free concessions at the Port of Seattle - Seattle-Tacoma International Airport (SEA); and look forward to providing our wines to share, along with other local businesses, with travelers transiting thru the SEA airport.

Here at Elsom, we create handcrafted Seattle-made, Washington-grown wines that highlight our state's winegrowing regions and the identity of our urban winemaking culture. Our woman-led team specializes in small-lot, artisanal wines, thoughtfully sourced through relationships with a collection of Washington's most distinctive vineyards and hand-tended and bottled in Seattle's SODO neighborhood. We believe philanthropy builds strong communities, and we actively support local charitable organizations through donations, hosting events, and our Honorary Label wines. Elsom Cellars takes pride in bringing people together, making meaningful connections, and giving back to the place we call home.

Our team here at Elsom is excited about the opportunity to be featured at SEA and expose our brand to the international community as they travel through the SEA airport. Please feel free to contact me with any questions and we look forward to the opportunity to share our locally produced wines with a broader community.

Sincerely,



Jody Elsom
Elsom Cellars, LLC
Best Tasting Room | *Seattle Magazine* 2021

WWW.ELSONCELLARS.COM | 2960 4TH AVE S, SUITE 114, SEATTLE, WA 98134 | PH 425 298 3082

LOCAL WASHINGTON STATE BRANDS - FRENCH GIRL

FRENCH GIRL
613 Industry Dr
Tukwila, WA 98188

Scott Van Horn

Senior Business Manager | Airport Dining and Retail
Port of Seattle - Seattle-Tacoma International Airport
Cell 206.462.8328 | vanhorn.s@portseattle.org

October 31, 2023

Dear Mr. Van Horn,

FRENCH GIRL is aware of and pleased to share this letter of support for International Shoppes' bid to develop the duty free program at SEA. As a local business owner, we would be excited to see this family-run enterprise make their mark on our hometown airport!


FRENCH GIRL welcomes International Shoppes' commitment to featuring local products. This is a great opportunity for our brand, especially in the beauty category that is historically dominated by only large-scale brands with world-wide recognition. The opportunity for FRENCH GIRL to be featured amongst these giants is an exciting one and I am sure that the brand will resonate both to locals who know us as well as international travelers that are seeing us for the first time at SEA.

Our portfolio is comprehensive and includes fragrance, body, make up, diffusers, soap and candles. We feature products for both men and women. The company proudly sources organic materials and sustainable packaging.

Please feel free to contact me with any questions.

Sincerely,

Phil Grimes



Director of Operations/Co-Owner
206-948-6495
phil@frenchgirlorganics.com

LOCAL WASHINGTON STATE BRANDS - RUE SANTÉ MINDFULNESS



September, 27, 2023

Scott Van Horn

Senior Business Manager
Airport Dining and Retail
Port of Seattle - Seattle-Tacoma International Airport
Cell 206.462.8328
vanhorn.s@portseattle.org

Dear Mr. Van Horn,

My company, rue Santé Mindfulness-Based Self-Care™, is a woman-owned beauty-in-wellness brand made here in Seattle. We are aware and in support of International Shoppes developing the duty-free concessions at SEA

About rue Santé: our mission is to change the unrealistic perceptions of beauty and aging and to empower people to prioritize their health with products & rituals that reduce mental and physical stress and promote a healthy, happy state of being. We transform daily, rushed routines into intentional, thoughtful rituals of care. Beauty is just one of the side-effects.

We are as committed to sustainability as to mind & body wellness because *Earth Care is Self-Care™* and that is why we hand-make our products with LOVE-luxurious, organic, vegan & eco ingredients & materials. We donate 10% of annual profits and use our platform to create awareness for the conservation of species and planet.

Our product lines include:

- Botanical beverages: loose leaf dry botanicals, including tea
- Skin care: cleansers, mineral masks, toners, serums, moisturizers
- Bath: soaking salts, milk bath, bubble bath, scrubs
- Hygiene: deodorants, leave-on hand cleansers
- Hair: hair, scalp and beard oil
- Perfume: mood-enhancing aromas
- Candles: container-less candles
- Sound tools: singing bowls including mini traveling sets to larger professional sets
- Tools: gua sha, rollers, reusable silicone eye pads and face masks

LOCAL WASHINGTON STATE BRANDS - RUE SANTÉ MINDFULNESS

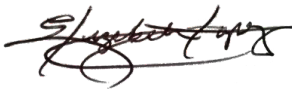
Our sustainably-minded packaging:

- recyclable glass
- compostable labels
- Compostable pouches
- Compostable / recyclable paper tubes
- TSA friendly, all liquid products are bottled in 2 ounces or less
- Bath and tea products are available in glass jars or compostable pouches.
- QR codes
- Bar codes
- Sku numbers

As a proud Seattle-based small business maker, I share International Shoppes enthusiasm to feature local Seattle brands at SEA.

Please feel free to contact me with any questions.

Sincerely,



Elizabeth Lopez
CEO / Founder
Rue Santé Mindfulness-Based Self-Care™
206-208-0801
info@ruesante.com
www.ruesante.com

www.ruesante.com

APPENDIX - LETTERS OF SUPPORT



LOCAL WASHINGTON STATE BRANDS - MIDDLE FOLK ROASTERS

Scott Van Horn

Senior Business Manager | Airport Dining and Retail
Port of Seattle - Seattle-Tacoma International Airport
Cell 206.462.8328 | vanhorn.s@portseattle.org

October 31, 2023

Dear Mr. Van Horn,

I am writing to express my support for the International Shoppes' group proposal to design, build, and operate the duty-free concessions at SEA-TAC.

International Shoppes has emphasized the significance of showcasing local brands in their merchandising strategy. Therefore, we are thrilled about the possibility of partnering with them, should they be selected.

For more than 14 years, our company has proudly been located in Seattle where we have established ourselves as a leading coffee supplier to the local community. Our top sellers include:

- Back Pedal Brew
- Tough as Nails
- Full City Espresso
- Midnight Rider
- Single Origin Ethiopian

Don't hesitate to reach out if you have any inquiries.

Sincerely,
Macky McNish

Caffeinated Regards,



Macky McNish

CO-FOUNDER

- 📞 206.257.2221 ext. 1
- 🌐 middleforkroasters.com
- 📍 420 S. 96th St. Suite 6
Seattle, WA 98108

LOCAL WASHINGTON STATE BRANDS - SPINNACKER CHOC



Dear Mr. Van Horn,

Spinnaker Chocolate has been a rapidly expanding part of the Seattle area since 2021. We are aware of and happy to support International Shoppes' proposal to expand their operations to the Seattle area, by way of winning the duty free concessions at SEA.

We appreciate International Shoppes emphasis on curating a beautiful and appetizing gourmet category as part of their redevelopment. We are also excited that they are emphasizing the importance of local, high-quality products.

Like International Shoppes, Spinnaker is a family-run business. We believe that better ingredients make better food — and that better cocoa beans make better chocolate. We spent years figuring out how to make chocolate with only the best cocoa beans. Creating pure, smooth, flavorful chocolate that we know the traveling public will enjoy. In our first two years of business, Spinnaker has won 9 [Academy of Chocolate Awards](#) and 8 [International Chocolate Awards](#). We have also been featured by several press outlets and food critics:

[Eater Seattle](#) - "Spinnaker Will Change the Way You Think About Chocolate"

[Kenji Lopez Alt](#) (3x NYT Best-Selling Author, Chef and Restaurateur) - "It's true. @spinnakerchocolate makes quite possibly the best chocolate I've ever had."

Some of our chocolate bars to be featured would include:

Single-Origin Dark Bars

[70% Belize](#)

[70% Ecuador](#)

[70% Tanzania](#)

Inclusion Bars

[70% Belize with Bourbon](#)

[70% Madagascar with Sea Salt](#)

[70% Uganda with Bee Pollen and Salt](#)

[68% Colombia with Coffee](#)

Dark Milk Bars

[58% Colombia Dark Oat Milk](#)

[58% Madagascar Dark Milk](#)

Lastly and most importantly, we share similar values with International Shoppes – we are committed to making a positive social impact. We donate a full 1% of our revenue toward ocean conservation projects and cleaning up ocean debris.

Please feel free to contact me with any questions.

Sincerely,

Kelly Van Arsdale

Co-Founder and CEO, Spinnaker Chocolate

kelly@spinnakerchocolate.com

(831) 824-4646

CUPFSA

COMPANÍA UNIVERSAL DE PERFUMERIA FRANCESA, S.A.

September 13, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle - Seattle-Tacoma International Airport

Dear Mr. Van Horn:

It is our understanding that INTERNATIONAL SHOPPES will be submitting a proposal to operate the Duty Free and Specialty Retail stores in the Concourse A, S & N at Seattle-Tacoma International Airport.

This letter is to verify and commend the partnership between CUPFSA and INTERNATIONAL SHOPPES.

CUPFSA is the distributor of CHANEL fragrances and cosmetics on the Duty Free of USA, Canada, Mexico, Latin America and the Caribbean. Over the years CUPFSA and INTERNATIONAL SHOPPES have been working together on various sales and marketing initiatives at travel retail store locations.

Thus, we have no hesitation in stating that INTERNATIONAL SHOPPES is a professional organization and a reliable business partner. INTERNATIONAL SHOPPES has maintained high standards of professionalism, and we recommend this organization.

Respectfully,



Anna Pederzoli
Director of Travel Retail Americas
CUPFSA

BEAUTY - ESTEE LAUDER

ESTÉE LAUDER

Estée Lauder AG Lachen

Feldmoosstrasse 2, CH-8853 Lachen SZ (Switzerland)
Tel +41 (0)55 451 91 11 Fax +41 (0)55 451 91 00

August 28, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle - Seattle-Tacoma International Airport

Letter of Support for International Shoppes

Dear Mr. Van Horn,

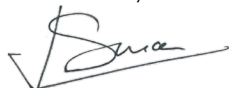
I am pleased to submit this letter of recommendation on behalf of The Estée Lauder Companies in support of International Shoppes bid for the Specialty Retail concessions within Port of Seattle - Seattle-Tacoma International Airport, Concourse A, S, and N.

The Estee Lauder Companies is one of the world's leading manufacturers and marketers of prestige skincare, makeup, fragrances and hair care products. The Company's products are sold in over 150 countries and territories under brand names including Estée Lauder, AERIN, Aramis, Aveda, Bobbi Brown, Bumble and bumble, Clinique, Darphin Paris, Dr. Jart+, Editions de Parfums Frédéric Malle, GLAMGLOW, Jo Malone London, KILIAN PARIS, La Mer, Lab Series, Le Labo, M·A·C, Origins, Smashbox, TOM FORD BEAUTY, Too Faced and the DECIEM family of brands, including The Ordinary and NIOD.

International Shoppes is a close business partner with great experience in the travel retail market. We have partnered with them for many years and are impressed by their high commitment level in developing the Travel Retail business. International Shoppes is a very promising outfit and we support them in their bid for this concession. Should they be able to secure this concession, we would like to affirm our interest in participating in this project as and when an agreement on the space, location, and brand mix can be satisfactorily reached between ELC and International Shoppes.

Please feel free to contact me if you have any questions.

Sincerely,



Javier Simon
President, Commercial
Travel Retail Worldwide

BEAUTY - L'OREAL

DocuSign Envelope ID: 4EBF6518-8879-4AD8-8F51-3D8A05999119



September 1st, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle - Seattle-Tacoma International Airport

Re: Letter of Recommendation – International Shoppes
Regarding to Propose for the Duty Free & Specialty Retail at Seattle International
Airport, Concourses A, S & N

Dear Mr. Van Horn,

We hereby confirm that L'Oréal Travel Retail Americas, Inc. has a long-standing commercial relationship with International Shoppes, LLC, as it is an authorized retailer for the L'Oréal brands in the travel retail sales channel. Such L'Oréal brands include: Lancôme, Biotherm, Giorgio Armani, Ralph Lauren, Yves Saint Laurent, Viktor & Rolf, Kiehl's, Diesel, Cacharel Valentino, Prada, Mugler and Azzaro.

International Shoppes, LLC is an experienced travel retail operator with quality management and professional business practices. We have no hesitation in recommending International Shoppes, LLC on the bidding process at Seattle International Airport, Concourses A, S & N.

Furthermore, we hereby remark that if International Shoppes, LLC is awarded the concession, we look forward to partnering with them to create a dynamic Duty-Free experience for the traveling public.

Sincerely,

DocuSigned by:

77C68A15BFDC468...
Julia Seve
Managing Director

cc. International Shoppes, LLC

BEAUTY - LVMH BEAUTY



September 7, 2023

To: Scott Van Horn
Senior Business Manager
Port of Seattle - Seattle-Tacoma International Airport

Subject: IShoppes tender to the Operation of Full Category Duty Free Concession at
Port of Seattle - Seattle-Tacoma International Airport
Concourse A, S & N

Dear Sir,

We highly recommend IShoppes as a choice of operator for Travel Retail. IShoppes is a great business partner, operating duty free and travel retail stores throughout the United States

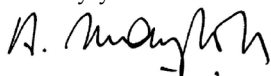
We find IShoppes to excel about the manner in which they operate their retail operations, interact with their business partners and are committed to the communities in which they operate. IShoppes understands the international consumer well, and has proven they can develop assortments which match the needs of the travelling consumer for specific airport locations. IShoppes has shown they can maximize our business and working together has realized significant and consistent growth over many years.

Based on the successful track record and long business relationship for over 25+ years with IShoppes in the Travel Retail industry, we have no reservation in supplying and providing our full support to IShoppes.

Provided constructive negotiations made in mutually beneficial terms and with respect to our brands' DNA, we, LVMH Beauty, hereby confirm that we have no reservation in supplying brands within our portfolio (Parfums Christian Dior, Parfums Givenchy, Guerlain, Benefit Cosmetics, Fresh, Kenzo Parfums, Acqua Di Parma, and Loewe) and providing our full supports to IShoppes for its operations at Seattle-Tacoma International Airport for Concourses A, S & N, should they successfully capture the concession contract.

We are looking forward to many more years of successful partnership.

Sincerely yours



Andre MARZLOFF
General Manager - Travel Retail Americas
LVMH Beauty

BEAUTY - COTY



September 11, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle – Seattle-Tacoma International Airport

Re: Letter of Support – International Shoppes
Regarding to Propose for the Duty Free at Seattle International Airport, Concourses A,
S & D

Dear Mr. Van Horn,

Through this letter of support, we certify that COTY Inc, supplier of the beauty licenses such as Hugo Boss, Calvin Klein, Gucci, Burberry, Chloe, Marc Jacobs, Davidoff among others, with Travel Retail regional offices in Miami, Geneva, Singapore, have maintained a successful commercial relationship with INTERNATIONAL SHOPPES, LLC for several years.

INTERNATIONAL SHOPPES, LLC has been a strategic commercial partner during this time for our business, demonstrating the highest levels of professionalism punctuality, and efficiency throughout the duration of our relationship.

Consequently, we confirm our support and authorization for INTERNATIONAL SHOPPES, LLC to market and distribute our brands in the Duty-Free stores at Seattle International Airport, Concourses A, S & D if awarded the concession.

Sincerely,



DIEGO ARTOLA VILLANUEVA

Vice President Travel Retail Americas

Diego_artolavillanueva@cotyinc.com

+1 305 877 3209

LIQUOR - BROWN FORMAN



BROWN-FORMAN

August 25, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle - Seattle-Tacoma International Airport

Re: Duty Free Retail at Seattle-Tacoma International Airport

We understand you are offering for bid the Duty-Free Concession at Seattle-Tacoma International Airport. We are writing to confirm that Brown-Forman is granting International Shoppes the right to carry Brown-Forman products in the named airports.

We have been successfully supplying our internationally recognized brands including Jack Daniel's Tennessee Whiskey, Woodford Reserve Bourbon, Old Forester Bourbon, Casa Herradura Tequilas, Finlandia Vodka, Slane Irish Whiskey, and BenRiach and GlenDronach Single Malts to International Shoppes in North America for some time and look forward to continuing our strong relationship with them should they win their bid for the Duty-Free Concessions for Seattle-Tacoma International Airport.

Brown-Forman views airport travel retail as an essential component of our global sales and marketing strategy for its ability to create international brand awareness among the world's consumers. Travel retail is the quintessential "window to the world" and we strongly believe that International Shoppes possess the necessary resources and management to provide our brands with the highest quality merchandising and memorable guest experience.

International Shoppes is a valuable partner and has shown professionalism and focus in all aspects of their business. We wish them much success in their bid for the Duty-Free Concessions for Seattle-Tacoma International Airport.

Sincerely,



Alex Prendes

Director – Americas Global Travel Retail

Brown-Forman Travel Retail

BROWN-FORMAN | 850 DIXIE HIGHWAY, LOUISVILLE, KY 40210

LIQUOR - REMY MARTIN



August 28, 2023
Miami, FL

Addressed to Scott Van Horn
Senior Business Manager
Port of Seattle – Seattle-Tacoma International Airport

Re: Seattle –Tacoma International Airport (SEA) RFP to propose for the Duty Free Concessions at SEA’s Concourse A, S & D.

We understand you are offering for bid the Duty-Free Concession at Seattle-Tacoma International Airport. We also understand that you have a choice from a variety of travel retail operators.

We have been successfully supplying our internationally recognized brands including Remy Martin Cognac, Louis XIII, Cointreau, The Botanist, Saint Remy, Mount Gay and Westland American Single Malt to International Shoppes in North America for some time and look forward to continuing our strong relationship with them should they win their bid for the Duty-Free Concessions for Seattle-Tacoma International airport.

Remy Cointreau views airport travel retail as an essential component of our global sales and marketing strategy for its ability to create international brand awareness among the world’s consumers. Travel retail is the window to the world, and we strongly believe that International Shoppes possess the necessary resources and management to provide our brands with the highest quality merchandising and memorable guest experience.

International Shoppes is a valuable partner and has shown professionalism and focus in all aspects of their business. Remy Cointreau and International Shoppes have partnered in JFK and IAH to create branded section and experiences, notably the launch of Seattle’s American Single malt brand Westland in Duty - Free. Therefore, we would be excited to continue to partner with International Shoppes to develop branded space in Seattle airport. We wish them success in their bid for the Duty-Free Concession in Seattle-Tacoma International Airport.

Sincerely,

Thibault Robert,
Regional Director for Caribbean / LATAM and Travel Retail Americas
Remy Cointreau Travel Retail Americas

LIQUOR - DIAGEO

DIAGEO

GLOBAL TRAVEL
16 Great Marlborough Street
London
W1F 7HS

Private & Confidential

6th September 2023

Attention:

Scott Van Horn

Senior Business Manager

Port of Seattle - Seattle-Tacoma International Airport

Reference: Seattle Tacoma International Airport Concessionaire

I write in respect of the above subject matter and confirm that International Shoppes is a customer of Diageo Scotland Limited (“Diageo”). Diageo is a leading alcohol beverage company with iconic brands such as Johnnie Walker, Smirnoff, and Baileys.

Diageo has been trading with International Shoppes for many years and we have been impressed by the company’s travel retail expertise and operational capabilities. International Shoppes has proven its ability to respond in an efficient and proactive manner by adapting in the fast-changing travel retail environment. It has demonstrated high levels of quality in deploying store concepts that meet passenger expectations.

Based on its track record and our established business relationship with International Shoppes we are confident that the company will be able to optimize the duty-free operations at Seattle Tacoma International Airport and therefore recommend the company for the concession. We are also willing to continue to supply our products to International Shoppes should the company emerge successful in this concession bid, subject to our standard terms and conditions for the supply of our products to our customers.

Please note that nothing in this letter represents a contractual commitment, an offer or an undertaking of liability by Diageo.

We remain at your disposal should you require any further information.

For: Diageo Scotland Limited



Andrew Cowan
Managing Director, Diageo Global Travel

LIQUOR - PERNOD RICARD

DocuSign Envelope ID: 0D90EEFC-D062-47B3-BCFC-DEC58577295E



August 31st, 2023

Mr. Scott Van Horn
Senior Business Manager
Port of Seattle-Seattle-Tacoma Airport
Seattle, WA

Re: Seattle-Tacoma Airport

Dear Mr. Van Horn:

This letter will certify that International Shoppes is fully authorized to represent and offer for sale the following brand(s) from our portfolio: Absolut, Ballantine's, Beefeater, Chivas Regal, Jameson Irish Whiskey, Royal Salute, Martell and The Glenlivet.

International Shoppes and Pernod Ricard have enjoyed a mutually successful business relationship over many years. They are a very professional organization and have an excellent track record in airport retail and innovation in the Americas.

Should International Shoppes' bid for the Seattle Tacoma Airport Concession, and it be successful, Pernod Ricard will look forward to continuing to work with them on developing the liquor category to its maximum potential. We look forward to developing spaces in the new concourse and will continue to support our partnership with International Shoppes to create a dynamic and innovative Duty-Free experience for the traveling passenger.

Please feel free to contact us if you require any additional information.

Sincerely,

Greg Ford
General Manager, Pernod Ricard TR Americas

LIQUOR - MOËT / HENNESSY

Moët Hennessy
TRAVEL RETAIL

September 8, 2023

Mr. Scott Van Horn

Senior Business Manager

Port of Seattle-Seattle-Tacoma Airport

RE: International Shoppes Commercial Reference for Seattle Tacoma Duty Free.

Dear Mr Van Horn

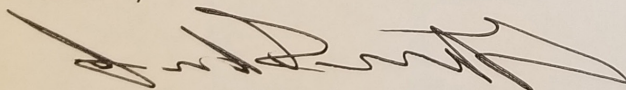
International Shoppes has been a Premier retailer for Moët Hennessy Brands for 40 plus years. My current relationship is going on 20yrs. Moët Hennessy considers International Shoppes to be one of our Top Tier retailers in the USA. Their organization has been credible and consistent in our Travel Retail channel, which is very non-cyclical.

International Shoppes is very dedicated to delivering the highest retail experience of Luxury Goods, which is the core of most Travel Retail Business. Their 100% dedication to Prime retail is what puts International Shoppes at the top of their game with consumers. Their reputation is very consistent within our parent Company LVMH and our other Premier Brands.

I would highly recommend International Shoppes to be a Premier retailer in Seattle-Tacoma Airport and will support any retail experience, such as dedicated shop in shop with our brands managed by International Shoppes.

Any further information needed, please feel free to reach out to me.

Sincerely



Joseph Benedetto

203 249 9553 joseph.benedetto@Moethennessy.com

LIQUOR - EDRINGTON



Seattle-Tacoma International Airport
17801 International Blvd, SeaTac, WA 98158

September 5, 2023

To Whom It May Concern,

We understand that the Duty-Free retail outlets at Seattle International Airport are soon to be offered.

We, Edrington Global Travel Retail, highly recommend International Shoppes as a choice of operator for Seattle-Tacoma International Airport. We are owners of The Macallan, Highland Park, Brugal, Famous Grouse, and Glenrothes amongst others we own in the portfolio.

We find International Shoppes to excel about the manner in which it operates its marketing activities, interact with its business partners and is committed to develop its business with great transparency. International Shoppes is a long-term business partner, operating Travel Retail Stores throughout the Americas with excellence, and partnering with Edrington for over 12 years.

International Shoppes is a very reliable partner when it comes to logistics and payments. They have proven that it can maximize our business and we have been always working together with a partnership and friendly spirit.

Based on the successful track record and long business relationship with International Shoppes in the Travel Retail industry we are pleased to support and recommend them in their bid for the upcoming Duty-Free concession and will support International Shoppes at Seattle-Tacoma International Airport.

In case you require further information, please do not hesitate to contact us.

With our best regards,

Jennifer Fujitani,
Regional Commercial Manager – Americas Travel Retail

EDRINGTON
1101 Brickell Ave Suite N1824, Miami, FL, 33131
Mobile +1(415)336-5054



THE EDRINGTON GROUP LIMITED. REGISTERED IN SCOTLAND NO. 36374
REGISTERED OFFICE: 100 QUEEN STREET, GLASGOW, G1 3DN, SCOTLAND.
T: +44 (0) 141 940 4000 F: +44 (0)141 940 4040
www.edrington.com
Please enjoy our brands responsibly

CONFECTION - SEE'S CANDY



August 28, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle - Seattle-Tacoma International Airport

RE: Letter of Support – Seattle-Tacoma International Airport

Dear Mr. Van Horn,

On behalf of See's Candies, I would like to let you know how excited we are to be afforded an opportunity to be part of International Shoppes at Seattle-Tacoma International Airport. See's Candies has been in partnership with International Shoppes for many years now and they have always done an amazing job representing the brand.

See's Candies is an iconic local brand, founded in Pasadena, CA in November 1921 and headquartered in South San Francisco. For over 100 years, See's Candies has been dedicated to making candy Mary See's way—helping to make the world a sweeter place, one piece of candy at a time. See's Candies has grown from one shop to over 260 shops across America, without ever compromising on the best tasting, highest quality candy around.

Our brand is synonymous with providing high-quality, desirable gourmet treats for residents and visitors alike – we look forward to working together.

Thank you for this opportunity and your support.

Sincerely,



Sergio Guzman
Director Global Sales
See's Candies, Inc.

CONFECTION - OTIS CONFECTION



2908 Trivium Circle
Fort Lauderdale, FL 33312

E : info@otismcallister.com
T : 954-524-9097
F : 954-524-9101

Global Trade Experts Since 1892
www.otismcallister.com



Recipient of the U.S. President's
"E" Award for Export Excellence

September 8, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle - Seattle-Tacoma International Airport

RE: Seattle-Tacoma International Airport - Otis McAllister

To whom it may concern:

It is our understanding that International Shoppes will be submitting a proposal to operate the duty-free concession at Seattle-Tacoma International Airport.

We authorize International Shoppes to include Otis McAllister's brands: Ferrero, Ghirardelli, Haribo, The Hershey Company, Lindt, Mars International, Mondelez International, Perfetti, Ritter Sport and Toms Anthon Berg as part of their proposal. If International Shoppes is selected as the winning concessionaire, we intend to supply branded merchandise and provide support for their retail operations at Seattle-Tacoma International Airport.

Our brands are internationally known and respected. Our customers have high expectations for the quality and environment in which our brands are sold. International Shoppes has been a long-standing customer of Otis McAllister Inc. With their duty-free experience in many airports, we are confident that International Shoppes will merchandise and sell our brands in the first-class manner which we require. We plan to facilitate this by working with International Shoppes to develop branded spaces (wall bays, floor units, shop in shop and/or stand-alone boutiques), depending on agreed upon location and business terms. We look forward to our successful partnership with International Shoppes at Seattle-Tacoma International Airport.

Sincerely,

Otis McAllister, INC.

By: Justin T Nee
Justin T Nee (Sep 8, 2023 15:45 EDT)

Justin Nee
Vice President of Sales & Marketing
Direct Tel: (315) 723-4738
E-Fax: (415) 796-9318 (Direct to Email)

TOBACCO - ALTRIA



August 31, 2023

Attention: Scott Van Horn, Sr. Business Manager – Port of Seattle-SETAC

Reference: International Shoppes Bid for SETAC RFP Duty Free

To whom it may concern,

This letter is to confirm that **International Shoppes** status as a direct buying customer for the Altria Group Companies listed below:

Altria International Sales, led by Marlboro, its other well-known brands include Benson & Hedges, Parliament, Virginia Slims and L&M.

As a direct buying customer, **International Shoppes** may purchase and offer for resale the above tobacco products at all current and future **International Shoppes** airport retail store locations in the United States.

Sincerely,

A handwritten signature in blue ink that reads "John C. Maggiore".

John C. Maggiore

Altria International Sales

Sr. Market Manager



To Whom It May Concern

October 3, 2023

RE: RECOMMENDATION OF INTERNATIONAL SHOPPES LLC

Dear Sirs,

We understand that the tender for the concession of the duty-free shop in the Seattle-Tacoma International Airport is soon to be held.

International Shoppes LLC is a duty free retailer that has been in a business relationship with JTI for many years and has commercialized our tobacco brands through them, namely Mevius, Mayfair, Sterling and Sobranie, amongst others.

We have found International Shoppes LLC to be experienced and professional. They are ethical in their approach and have a good understanding of the travel retail business. They appreciate travelling consumers' dynamics and cater product and brand portfolios based on the consumer needs in each location. We would be happy to support International Shoppes LLC with our category management expertise for the Seattle-Tacoma International airport should they win the above mentioned tender.

Based on our long business relationships with International Shoppes LLC, we are pleased to support and recommend International Shoppes LLC in their bid for the upcoming tender in the Seattle-Tacoma International airport.

Please do not hesitate to contact us if in need of further information.

With our best regards,

DocuSigned by:

E24F59B2E68D414...
Claudio Ferreira
General Manager
JTI Global Travel Retail

JT International SA
8, rue Kazem Radjavi
1202, Geneva
Switzerland

FASHION - COACH



Private and Confidential

October 13, 2023

Port of Seattle
Seattle-Tacoma International Airport

Re: International Shoppes LLC, Seattle-Tacoma International Airport Concourses A, S and N Tender

This letter confirms that Tapestry, Inc., on behalf of the Coach brand (“Coach”), does not object to representatives of International Shoppes LLC (“International Shoppes”) entering into discussions with you regarding potential Coach-branded retail concessions in the Seattle-Tacoma International Airport, concourses A, S and N.

Please note that the opening of any such Coach-branded concessions is contingent upon, among other matters, Coach (or one of its affiliates) and International Shoppes entering into one or more definitive agreements related to the operation of such store (which may or may not be concluded). Please further note that Coach and International Shoppes are unaffiliated entities, Coach is not making any representation or warranty with respect to International Shoppes, and your group should conduct its own due diligence of International Shoppes.

Please further note that this letter (i) is confidential and should not be disclosed to any third party, (ii) is non-binding on Coach and Coach’s affiliates, (iii) is for discussion purposes only, and (iv) does not obligate Coach or any of Coach’s affiliates to negotiate with your group or International Shoppes.

Best regards,



Holly Adams, VP, Retail Buying and Wholesale, Coach
For and on behalf of Tapestry, Inc., on behalf of the Coach brand

LONGCHAMP
P A R I S

October 23, 2023

Re: Seattle Airport – SEA RFP 23-1DF tender

To whom it may concern,

Longchamp has been in business with International Shoppes for the past 20 years. Together, we have built a very successful business in Travel Retail.

International Shoppes is a professional retailer with in depth knowledge of airport operations. We respect the quality of International Shoppes' management. They have consistently developed and supported Longchamp following our stringent image guidelines in all locations where the brand is present. We are pleased to support them on their bid for the SEA RFP 23-1DF tender.

Please note that our support for International Shoppes is not intended to be exclusive.

All the best,



Stephanie Peña
Regional Sales Director
Longchamp Americas
1001 Brickell Bay Drive
Suite 2014
Miami, FL 33131
Tel: (305) 372-1628
Fax: (305) 372-0761
s.pena@longchamp.com

FASHION - MONT BLANC



Contact
GUERRAOUI, Anouar
Phone
+1 305 448 4111
E-Mail
Anouar.guerraoui@montblanc.com

Miami, 15th of September, 2023

International Shoppes - MONTBLANC Recommendation Letter

TO WHOM IT MAY CONCERN,

We refer to the tender request made by International Shoppes with respect to the travel retail activities at the Seattle airport in Seattle, United State, which we understand that International Shoppes has submitted consideration (the "Tender Request").

MONTBLANC enjoys an excellent image and reputation in the luxury goods industry for the design and quality of its products, as well as the level of services rendered to its international clientele. MONTBLANC is constantly looking for duty-free and/or travel retail business opportunities with partners in excellent standing, who can devote the appropriate resources and commercial methods to market the MONTBLANC products and maximize brand perception.

International Shoppes stands out in the market for its expertise in the operation of duty-free and travel retail stores. International Shoppes is widely recognized as a reliable and highly professional business partner, conscious of the particularities of the brands it represents and the specificities of the markets in which it operates.

MONTBLANC has successfully worked in the past with International Shoppes on several international projects in the United States.

For these reasons, should International Shoppes succeed with the Tender Request, MONTBLANC will consider working with International Shoppes at the Seattle international airport, subject to commercial negotiations and MONTBLANC's standard distribution agreement.

Please note MONTBLANC submits this on a non-exclusive basis and may similarly support other operators in the duty free and travel retail space who may likewise submit a tender request.

Please do not hesitate to contact us should you have any further questions or concerns.

Yours sincerely,



ANOUAR GUERRAOUI
MANAGING DIRECTOR

Montblanc-Simplo GmbH
Hellgrundweg 100, 22525 Hamburg | Postfach 54 03 40, 22503 Hamburg | Phone +49 (0)40 84 001 0 | www.montblanc.com
Sitz der Gesellschaft: Hamburg | Amtsgericht Hamburg: HRB 2905 | Vorsitzender des Aufsichtsrats: Jérôme Lambert
Geschäftsführung: Nicolas Baretzki, Hendrik Bitterschulte

HUGO BOSS

September 22, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle-Tacoma International Airport

Non-binding Letter of Interest

RE: Letter of Support for International Shoppes for proposed business concept at SeaTac international Airport, Terminal A.

Dear Mr. Van Horn:

It is our understanding that **International Shoppes** intends to participate in the tender at Sea-Tac International Airport. HUGO BOSS has a long-standing relationship with International Shoppes, which includes a shop in JFK International Airport. Should International Shoppes be awarded the Sea-Tac location, HUGO BOSS would be interested in pursuing an opportunity for HUGO BOSS branded presence in Sea-Tac.

Please note that this Letter of Interest is non-binding. As always, HUGO BOSS participation is subject to reaching acceptable business terms with International Shoppes, acceptance of our license agreement and all internal corporate approvals.

Yours truly,

HUGO BOSS Fashions, Inc.



Scott Walser
Director Business Development & Travel Retail

FASHION - QEELIN



October 11th, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle - Seattle-Tacoma International Airport

Re: Letter of Recommendation – International Shoppes
Regarding to Propose for the Duty Free & Specialty Retail at Seattle International
Airport, Concourses A, S & N

Dear Mr. Van Horn,

We hereby confirm that Qeelin Ltd. has a positive commercial relationship with International Shoppes, LLC, as it is an authorized retailer Qeelin Jewelry in U.S.A travel retail sales channel.

International Shoppes, LLC is an experienced travel retail operator with quality management and professional business practices. We have no hesitation in recommending International Shoppes, LLC on the bidding process at Seattle International Airport, Concourses A, S & N.

Furthermore, we hereby remark that if International Shoppes, LLC is awarded the concession, we look forward to partnering with them to create a qualitative Duty-Free experience for the traveling.

Sincerely,



Keith Chan
Head of International Business

cc. International Shoppes, LLC

FASHION - KERING SUNGLASSES



Milan, September 19, 2023

To: Scott Van Horn

Letter of Reference: Letter of Recommendation – International Shoppes

Kering Eyewear is part of the Kering Group, a world leader in apparel and accessories which develops an ensemble of powerful Luxury and Sport & Lifestyle brands such as Gucci, Bottega Veneta, Saint Laurent, Alexander McQueen, Balenciaga, Brioni, Pomellato, Montblanc, Boucheron, Maui Jim, Puma, LINDBERG, Chloé and Dunhill. Kering Eyewear, from its corporate offices located in Padua and Milan, collaborates with International Shoppes through sales of its brands' eyewear.

International Shoppes, one of the first global duty free operators to recognize the importance and the potential of the eyewear category, is a valued partner of Kering Eyewear across a wide geographic area.

Kering Eyewear finds that International Shoppes, excels in the manner in which it manages its retail operations, interacts with its business partners, and in its commitment to the communities in which it operates.

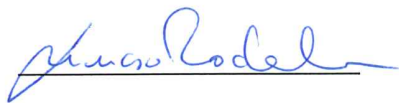
International Shoppes fully understands the international consumers and has routinely proven that it can develop merchandise selections that closely match the needs of world travelers.

International Shoppes is highly reliable from an operational point of view, as well as in its payment history.

Based on this successful track record and International Shoppes important business relationships in the travel retail industry, Kering Eyewear will continue to support and work with International Shoppes as a close partner.

Please don't hesitate to contact us if you require any further information or clarification.

Sincerely yours,



Francesco Todeschini
Head of Global Channels
Kering Eyewear

FASHION - LUXOTTICA



Miami FL, September 21st, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle - Seattle-Tacoma International Airport

Re: Letter of Recommendation – International Shoppes
Regarding to Propose for the Duty Free & Specialty Retail at Seattle
International Airport, Concourses A, S & N

Dear Mr. Van Horn,

I hereby confirm that EssilorLuxottica has a long-standing commercial relationship with International Shoppes, LLC, as it is an authorized retailer for the EssilorLuxottica brands in the travel retail sales channel.

Such EssilorLuxottica brands include: Rayban, Prada, Prada Linea Rossa, Coach, Michael Kors.

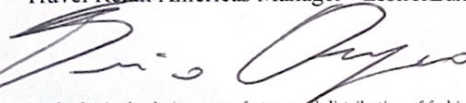
International Shoppes, LLC is an experienced travel retail operator with quality management and professional business practices.

We have no hesitation in recommending International Shoppes, LLC on the bidding process at Seattle International Airport, Concourses A, S & N.

Furthermore, we hereby remark that if International Shoppes, LLC is awarded the concession, we look forward to partnering with them to create a dynamic Duty-Free experience for the traveling public.

Sincerely,

Enrico Ongaro +1 305 213 1911
Travel Retail Americas Manager - EssilorLuxottica



*Luxottica Group Luxottica is a leader in the design, manufacture and distribution of fashion, luxury and sports eyewear. Its portfolio includes proprietary brands such as Ray-Ban, Oakley, Costa, Vogue Eyewear, Persol, Oliver Peoples and Alain Mikli, as well as licensed brands including Giorgio Armani, Burberry, Bulgari, Chanel, Coach, Dolce&Gabbana, Ferrari, Michael Kors, Prada, Ralph Lauren, Tiffany & Co., Valentino and Versace. The Group's global wholesale distribution network covers more than 150 countries and is complemented by an extensive retail network of approximately 9,000 stores, with LensCrafters and Pearle Vision in North America, OPSM, LensCrafters and Spectacle Hut in Asia -Pacific, GMO and Óticas Carol in Latin America, Salmoiraghi & Viganò in Italy and Sunglass Hut worldwide. www.luxottica.com

FASHION - REKLAIM



Scott Van Horn
Senior Business Manager
Port of Seattle - Seattle-Tacoma International Airport

Re: Letter of Recommendation - International Shoppes
Regarding their proposal for the Duty Free & Speciality Retail at Seattle
International Airport, Concourses A, S & N

Dear Mr. Van Horn,

We hereby confirm that REKLAIM Inc. authorizes International Shoppes to include our brand & concept in their proposal for the above opportunity at your airport.

REKLAIM is the leading global platform for the Conscious Luxury industry. Through an innovative approach centered on four core pillars: Data + Technology, Product, Service and Eco-Consciousness, RKL M is building and transforming the conscious luxury industry.

International Shoppes has been the first airport retailer in the US to bring our innovative concept to life, underlining their commitment to innovation, luxury and sustainability.

We hereby remark that if International Shoppes is awarded the concession, we look forward to partnering with them to create a dynamic Duty Free experience for the traveling public.

With best personal regards,



Nadine Heubel
Global SVP Revenue - Travel & Hospitality

17383 Sunset Blvd. Suite B200
Pacific Palisades, California 90272

FASHION - TAG HEUER



TAGHeuer
SWISS AVANT-GARDE SINCE 1860

September 19, 2023

Scott Van Horn
Senior Business Manager
Port of Seattle – Seattle Tacoma International Airport

Letter of Support for International Shoppes

Dear Mr. Van Horn

It is with great pleasure that I write this letter of recommendation on behalf of TAG Heuer in support of International Shoppes' bid for the Specialty Retail Concessions within Port of Seattle – Seattle Tacoma International Airport, Concourse A, S, and N.

TAG Heuer has embodied avant-garde since 1860, precision and bold style that have marked the world history of the watch industry. Today we are one of the leading watch brands in existence, with over 160 years of success and no signs of slowing down. Our products are sold throughout the world in over 2700 points of sale

International Shoppes has been a valued business partner for over 5 years with great success in the travel retail market. During the time of our partnership, we have been impressed by their commitment to excellence and exceeding expectations. I am sure they will continue putting forth the same effort and commitment to success as we have seen from day one should they be given the opportunity at Seattle Tacoma International.

Sincerely

Franck Suznjevic
VP Sales Latin America



2655 Le Jeune Road, Suite #701
Coral Gables, FL 33134
Tel: (305) 442-7231 Fax: (305) 442-4064
www.tagheuer.com

ELECTRONICS - CAPI



By **B&S**

Scott Van Horn

Senior Business Manager | Airport Dining and Retail
Port of Seattle - Seattle-Tacoma International Airport
Cell 206.462.8328 | vanhorn.s@portseattle.org

Capi-Lux Services B.V.
Commercial Register No.
32066886

Office & Mail address
Robijnlaan 14,
2132WX Hoofddorp
THE NETHERLANDS
Ph.: +31 0235699500
Fax: +31 0235699509
E.: receptie@capi.com
W.: www.capi.com

October 31, 2023

Dear Mr. Van Horn,

Capi-Lux is a leading airport retailer in electronics. We operate locations at 20 international airports including Amsterdam, Munich, Frankfurt, Qatar and Copenhagen and feature best in class brands from categories including Apple, Samsung, Sony, B&O, Leica and JBL. Over the past year, we have been working with the International Shoppes team to identify opportunities to expand our footprint into the US airport marketplace.

31 October 2023

Contact person
Guus Jonge Poerink
Managing Director

M.: +31 6 257 794 45
Ph.: +31 2 356 995 00

Guus.jonge.poerink@capi.com

Our Company is aware and in support of International Shoppes' bid to operate the duty free concessions at SEA. As a Company that understands the dynamics of operating in a busy airport environment, we are excited and share in International Shoppes' enthusiasm to feature our concept in their growth plans at SEA.

Visiting address
Robijnlaan 14,
2132WX Hoofddorp
THE NETHERLANDS

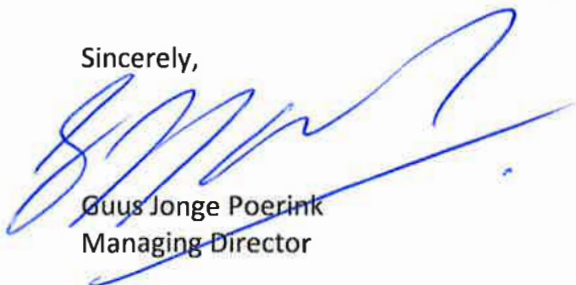
Should International Shoppes be selected, we will work with them to identify and develop the appropriate space(s) to develop the electronics category in their SEA program.

We would consider many scenarios to develop the brand including floor fixtures, back wall spaces, shop in shops or stand-alone boutiques, depending on the final layouts.

Some examples of shops and fixtures that we have developed in other airports are included on the following pages.

Please feel free to contact me with any questions.

Sincerely,



Guus Jonge Poerink
Managing Director



THANK YOU!

International Shoppes

Matthew Greenbaum & Scott Halpern

Co-CEOs

mgreenbaum@ishoppes.com | shalpern@ishoppes.com



International Shoppes: PORT OF SEATTLE-TACOMA
INTERNATIONAL AIRPORT DUTY FREE PACKAGE: RFP 23-1DF

