



REQUEST FOR PROPOSAL

Consultancy Services on Air Mauritius Fleet Plan

Reference: PROC/376/25/RN

Date of Issue: 09 October 2025

1. Introduction

Airport Holdings Limited (AHL) and Air Mauritius Limited (MK) are hereby requesting for proposals for consultancy services, the scope of which is described in Section 3 below.

About Airport Holdings Limited and Air Mauritius Limited

Airport Holdings Limited is the holding company of Air Mauritius Limited. Established in August 2021, AHL is a conglomerate focused on the airport and aviation ecosystem.

Air Mauritius Limited is the national carrier of the Republic of Mauritius created in 1967. Apart from MK, there are 20 other airlines operating to/from Mauritius.

More information can be accessed via their websites:

AHL: <https://ahl.mu/>

MK: www.airmauritius.com

The details of the current network and fleet of MK is as per below:

• Network

The airline currently operates to 13 online points namely Paris Charles de Gaulle, London Gatwick, Geneva (seasonal operations), Delhi, Mumbai, Chennai, Kuala Lumpur, Perth, Johannesburg, Cape Town, Antananarivo, Reunion and Rodrigues

• Fleet

- The current fleet of Air Mauritius comprises 12 aircraft as per below:

- o 4 A350-900
- o 2 A330-900Neo
- o 2 A330-200
- o 4 ATR72-600/500

- The A330-200 is an interim fleet solution. The operating leases of the 2 aircraft expire in 2026.

- Air Mauritius has a direct order of 3 A350-900 aircraft with Airbus, with 1 aircraft due for delivery in Quarter 4 of 2026 and 2 aircraft in the second half of 2027.

2. RFP Objectives

This Request for Proposal (RFP) exercise aims at selecting a service provider capable to deliver successfully the scope of services.

It is part of a **competitive procurement process** which helps AHL and MK select the best provider of services both in financial and qualitative terms. At the same time, it provides service providers with a fair opportunity for their services to be considered. With this structured tender process in place, AHL and MK aim at obtaining the best value from service providers.

For ease of reference, each potential bidder of the specified services receiving this RFP is referred to as a "service provider" and the bidder selected to provide the services to AHL and MK is referred to as the "selected service provider".

3. Scope of Consultancy Services

3.1 Background

Notwithstanding the A350-900 direct orders with Airbus, Air Mauritius has studied different future fleet options based on its existing network to identify the best suited future fleet plan to meet the following objectives:

- Replacement of the interim fleet of A330-200
- Future growth requirement
- Return on investment
- Flexibility & resilience

For the above, the following different aircraft types have been considered:

- Widebody A350-900
- Widebody A330-900Neo
- Narrowbody A320Neo/A321Neo

Prior to finalising its fleet decisions, AHL and MK wish to (a) ascertain that the Operating and Fleet Plan that has currently been retained is indeed the best option going forward, and (b) seek for assistance in negotiations and implementation of the recommended Operating and Fleet Plan.

3.2 Scope

For this purpose, AHL and MK are hereby requesting consultancy services for the following scope:

1. Review and analyze the MK Operating and Fleet Plan, particularly with respect to the adequacy between the planned network and the current and future fleet composition.
2. Assist AHL and MK in developing an end-to-end campaign strategy to create maximum leverage with aircraft and engine manufacturers and lessors.
3. Assist AHL and MK in evaluating proposals from aircraft and engine manufacturers and lessors.
4. Work with AHL and MK to prepare negotiation plans ahead of supplier meetings at each critical step of the process.
5. Assist AHL and MK during the contract negotiations.
6. Identify Financiers to support AHL and MK in fleet acquisition.

In view of urgency, there is a need for the consultancy services to be completed within the shortest timeframe.

The deliverables of the assignment will have to comprise detailed written report/s of the review and recommendations. Presentations to the AHL and MK top management/ boards might also be required.

Relevant information will be shared with the selected service provider, subject to the signing of a Non-Disclosure Agreement (NDA).

4. Evaluation and Selection

AHL and MK will evaluate proposals and select the service provider as follows:

- The responsiveness of the proposal. That is, level of conformity to the RFP requirements.
- The proposal which is found to be most value adding to AHL and MK

All proposals received will be carefully evaluated by AHL and MK. AHL and MK will subsequently conduct negotiations and select the bidder which, in its

assessment, has made the best proposal. As part of the assessment, the service provider might be required to make a presentation to explain its proposal.

A letter of offer will be issued to the selected service provider, subject to finalisation and signature of a written agreement by both parties. Unless or until a formal agreement is executed, the conditions of this RFP, the tender proposal together with the letter of offer and its acceptance thereof shall constitute a binding contract between AHL and MK, and the selected service provider.

5. Contents of Proposal

The service provider's proposal must contain all information as outlined in this RFP document and include but not limited to the following:

1. Executive Summary

- A brief overview of the consultant's understanding of the assignment, objectives, and approach.

2. Company Profile and Credentials

- Background information on the consulting firm.
- Details of experience in conducting similar exercises, including any client references.

3. Proposed Methodology

- Workplan, timeline and key milestones
- Approach, methods, tools, and frameworks to be used.

4. Team Composition and Key Personnel

- Details of personnel who will carry out the review, including qualifications, roles, and relevant experience.

5. Financial Proposal

- Total price for the assignment.
- Detailed breakdown of costs, including professional fees, travel, and other expenses.
- Any exclusions or assumptions.

6. Submission of Proposal

Proposals must be signed by duly authorized person(s) and submitted in English language and must be sent in PDF format **exclusively** to our secured electronic tender email address: **MKtender20@airmauritius.com** by latest **19th October 2025**.

The maximum receiving capacity of the mailbox is **25MB** per e-mail. Should your proposal exceed this size limit, you are requested to send same in two or more parts.

Proposals received after the closing date and time will not be considered.

Please quote the following reference in the subject line of your email: **“RFP – Consultancy Services on Air Mauritius Fleet Plan”, Ref PROC/376/25/RN.**

Once proposals are submitted at the above mentioned electronic tender email address, bidders are advised to notify the contact persons stipulated in Section 7 below **(WITHOUT ATTACHING THE PROPOSAL)** of the submission of the bid.

Important Notes:

- The proposal shall constitute an offer by each bidder which will remain open and irrevocable for a period of 90 days from the deadline for submitting proposal.
- Failure to submit the required information / documents will entail the bidder's elimination from the final selection process.
- Each bidder must include in its proposal all requirements, best terms and any conditions, and should not assume that another opportunity will be available to add any such matter after the proposal is submitted.
- Any deviations from the specifications, terms and conditions of this RFP and/or alternative proposals must be distinctly pointed out by the bidder.

7. Communication

All queries concerning this RFP should be addressed in writing to the following contact persons by latest **15th October 2025**.

Mr Dinesh Laljee
dlaljee@airmauritius.com

and

Mr Rodney Nellacootee
rnellacootee@airmauritius.com

As far as possible, all queries will be replied at least 2 working days prior to the deadline date for submission of proposals.

Potential service providers shall notify the above contact persons in writing for clarification of any inconsistency, discrepancy or conflict within the content thereof or any figures and wording, or any ambiguity regarding any part of this RFP document.

8. General Conditions

- Airport Holdings Limited and Air Mauritius Limited reserve the right to accept, split, or reject any offer, before any final agreement is reached, or not to proceed with this RFP without assigning any reason whatsoever and without incurring any liability towards any prospective bidder.
- Non-acceptance of a bidder's proposal will mean that other proposal(s) were deemed more advantageous to AHL and MK or that all proposals were rejected. Bidders, whose proposals are not accepted, will be notified after the issuance of a letter of award to the successful bidder(s) and its acceptance thereof or in the event Airport Holdings Limited and Air Mauritius Limited reject all proposals.
- AHL and MK, its directors, employees or other representatives will not be liable for any cost or expenses incurred by any bidder in the preparation and submission of a proposal nor shall AHL and MK, their directors, employees or other representatives be liable for any damage, loss or cost (including legal costs) incurred or suffered by any bidder in connection with this RFP process.
- Bidders, their employees, or their representatives shall keep all information concerning AHL and MK and any of their business activities acquired as a result of this RFP strictly confidential.
- Joint Venture : A proposal submitted by a joint venture of two or more firms must be accompanied by the document of formation of the joint venture duly registered and authenticated by a Notary Public or other official deputised to witness sworn statements in which is defined precisely the

conditions under which the joint venture will function, its period of duration, the persons authorised to represent and obligate it, the address for correspondence, the participation of several firms forming the joint venture and any other information necessary to permit a full appraisal of its functioning including a clause to the effect that the members of the joint venture are jointly and severally bound. One of the partners of the joint venture shall be nominated as being in charge, authorised to incur liabilities, and receive instructions for and on behalf of any and all partners of the joint venture. The execution of the entire contract, including payment, shall be done exclusively with the partner in charge.

- Any canvassing or attempt to cause undue influence to obtain the contract will lead to disqualification from the selection exercise.

9. Anti-bribery and Corruption/Anti-money laundering provision

Both AHL and MK and service providers (each “a party” or together “the parties”) are fully committed to acting professionally, fairly and with integrity in all of its business dealings and relationships wherever it operates to counter bribery, corruption and money laundering. As such, each party represents and warrants to the other that neither it, nor its directors, employees or other persons authorised to act on its behalf shall offer, give, solicit or accept any bribe or form of bribe such as fee, commission, payment, gift or other consideration during the course of its engagement with the other party either in connection with this RFP or any further agreement pursuant to this RFP that contravenes any applicable anti-bribery or anti-corruption or anti-money laundering legislation, rules and regulations as may be imposed by the relevant authorities and/or internal policies.

In the event that either party is aware or suspect any person from the other party in its dealings with the first party who had or may be in breach of the anti-bribery or anti-corruption or anti-money laundering legislations as may be imposed by the relevant authorities and/or internal policies, it shall inform the other party immediately which shall be entitled to take any such action as it may deem fit including termination of any agreement between the parties.

10. Governing Law

This RFP is governed by the Laws of the Republic of Mauritius and the Mauritian Courts shall have exclusive jurisdiction on all matters relating to this RFP.