

Port of Seattle

REQUEST FOR QUALIFICATIONS

RFQ 2025-RCF



RENTAL CAR CONCESSIONS AT SEATTLE-TACOMA INTERNATIONAL AIRPORT



ISSUED NOVEMBER 19, 2025

Port of Seattle
Seattle-Tacoma International Airport
Aviation Commercial Management|
Aviation Business Development

**REQUEST FOR
QUALIFICATIONS FOR
RENTAL CAR CONCESSIONS
AT
SEATTLE-TACOMA INTERNATIONAL AIRPORT**

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I. OVERVIEW

INTRODUCTION

The Port of Seattle (the "Port") requests the submission of qualifications from any interested and responsible rental car companies (hereinafter, "Respondents") wanting to enter a non-exclusive vehicle rental concession at the Consolidated Rental Car Facility ("RCF") at Seattle-Tacoma International Airport (the "Airport"). The new non-exclusive rental concession agreement at the RCF will commence June 1, 2027, and continue through May 31, 2042.

The Port will evaluate submissions of qualifications from Respondents to this Request for Qualifications ("RFQ") and will invite those Respondents that the Port determines are qualified (hereinafter, "Qualified Parties") to submit bids for the concessions the Port intends to award.

The successful bidders will be responsible for providing rental car services at the RCF at the Airport. Each successful bidder will be required to execute a non-exclusive RCF Lease Agreement and Concession Agreement. The current Lease Agreement and Concession Agreement are provided in **Exhibit 1** for informational purposes only and are subject to modification at the Port's discretion. The Lease Agreement has a term of approximately thirty (30) years, with fifteen (15) years remaining at the time Respondents will be entering the RCF. The Concession Agreement has a term of at least fifteen (15) years, with the new term commencing at the time Respondents are granted possession of space in the RCF. Definitions contained on Attachment I to the Lease Agreement, "Definition of Defined Terms" are used herein throughout.

BACKGROUND

SEATTLE-TACOMA INTERNATIONAL AIRPORT

The Port owns and operates the Airport and its passenger terminals consisting of the Main Terminal and concourses A, B, C, D, N, and S ("Airport Terminal"), the Parking Garage, and other related facilities. Currently, the Airport has 89 gates and is served by approximately 37 passenger air-carriers operating domestic and international flights. A list of the passenger airlines anticipated to operate at the Airport starting January 2026 is shown on **Exhibit 2**. In 2024, approximately 52.7million passengers passed through the Airport. See Passenger Traffic Summary report on **Exhibit 3**.

CONSOLIDATED RENTAL CAR FACILITY

In May 2008, the Port of Seattle Commission approved the construction of the RCF and construction was completed in May of 2012. The RCF is located on a 22.3-acre site at the northwest corner of south 160th Street and International Boulevard in the City of SeaTac. The structure consists of five (5) levels with a rectangular footprint. The area of each operational level of the RCF is approximately 450,000 square feet. Ready/return activity is accommodated on levels 1 through 4. Two helices, located at the southwest and southeast corners, provide vehicular access to each level. Each of these levels has an adjacent Quick Turnaround Space ("QTA") located outside of the RCF footprint. Each QTA has fueling positions, carwashes, and support area which accommodate dispatch, minor workspace, and employee restrooms. The fifth (5th) level consists of 1) approximately 128,000 square feet of uncovered parking space not intended for rental activity; 2) an enclosed Customer Service Building ("CSB") consisting of storefronts for the rental car companies 3) common busing drop-off and pick-up areas; 4)

restroom, office, storage, and utility spaces; 5) elevator and escalator cores; and 6) service vehicles, ground transportation, short-term parking, off-site rental car shuttles and common busing staging areas.

RENTAL CAR COMPANY OPERATORS

RCF OPERATORS

Ten brands currently operate from the RCF with a Market Share greater than two percent (2%). These brands include Enterprise, Alamo, National, Hertz, Thrifty, Avis, Budget, Fox, Dollar, and Sixt.

In addition, the RCF provides a specific area for companies that have less than two percent (2%) Market Share and are interested in operating from the RCF. In the Lease Agreement, those companies are referred to as Small Operators and the area that they jointly operate from as the Small Operator Area. Currently one brand, Payless, operates out of the Small Operator Area.

RCF OFF-AIRPORT RENTAL CAR CONCESSIONAIRES

Rental Car Companies who elect not to operate from the RCF are, subject to execution of all required agreements, allowed to operate a rental car concession from an off-Airport location. However, all customers are required to take the common transportation (consolidated busing system) provided by the Port from the Airport Terminal to the RCF and then take a second bus, provided by the Off-Airport Rental Car Concessionaire, to the Off-Airport Rental Car Concessionaire's site. This is typically referred to as "double-busing." In addition to applicable Concession Fees, Off-Airport Rental Car Concessionaires are required to pay a fee for access to the Airport and the Common Transportation System.

II. DESCRIPTION OF CONCESSION OPPORTUNITY

A. THE CONCESSION

The successful bidders shall pay the Port the greater of the Minimum Annual Guarantee ("MAG") or the Percentage Fee, plus land rent and any other applicable fees and charges as set forth in the Lease and Concession Agreements. The initial MAG shall be determined as described below in Section C: Allocation of Space/Bid Process. For each subsequent Agreement Year, the MAG shall be an amount equal to eighty-five percent (85%) of the total amount paid or payable for the previous Agreement Year whichever is greater. For each Agreement Year, the MAG shall be subject to an annual reconciliation following the receipt of the Annual Report required under the Concession Agreement. During the annual reconciliation, the Agreement Year's total Concession Fees due to the Port shall be compared to the Agreement Year's MAG and Concessionaire shall remit any amount the Agreement Year's Concession Fees due to the Port which falls below the MAG required.

B. LEASED PREMISES

The following are components of the Premises that successful bidders will occupy at the RCF, as defined more fully in the Lease Agreement:

1. **Operator:** The Port will lease to Operators with a Market Share greater than two percent (2%) the Exclusive Use Premises identified on **Exhibit 4** and will grant to Operator the exclusive right to utilize, subject to management in common, the fuel facilities, and QTA Equipment located in the particular Operator's Exclusive Use Premises.
2. **Small Operator:** The Port will lease to Small Operators with a Market Share less than two percent (2%) the Exclusive Use Premises identified on Exhibit 4, and will lease to each Small Operator, in common with all of the other Operators who are Small Operators, an undivided interest in the Small Operator Shared Area identified on Exhibit 4 of the Lease Agreement.
3. **North Parcel:** Initially, the North Parcel, as depicted in Exhibit 4 in full-row increments on a pro-rata basis of Market Share to those successful bidders who indicate an interest in the area. The rent will be a pro-rata share of the land rent.

C. ALLOCATION OF SPACE/BID PROCESS

The Port of Seattle will initially allocate each Operator its Exclusive Use Premises in the CSB, Ready/Return Area and QTA Space as set forth in Article 11 of the Lease Agreement. A summary of those terms is as follows:

1. The Port will determine the total number of Operators interested in operating a Rental Car Concession from the RCF, as well as the then-current Market Share for each such Operator as part of the RFQ process.
2. The Port will then continue to use the established Market Share Brackets, each representing a range of Market Shares, using the Market Share information defined through the RFQ process. The Small Operator Area will be defined as a separate

Market Share Bracket for all Operators with less than two percent (2%) Market Share. The existing Market Share Bracket is attached hereto as **Exhibit 5**.

3. The Port will then, using the more detailed guidelines set forth in Exhibit J of the Lease Agreement, establish a sufficient number of Allocation Blocks within each Market Share Bracket to accommodate all Operators with a Market Share greater than two percent (2%). No additional Allocation Blocks will be defined for potential new number of entrants.
4. The Port will then, using the more detailed guidelines set forth in Exhibit J of the Lease Agreement establish a sufficient number of Small Operator Allocation Blocks within the Small Operator Area to accommodate the total number of interested Small Operators *plus* at least one potential Small Operator New Entrant. The number of Small Operator Allocation Blocks set aside for potential Small Operator New Entrants will be determined by the Port in its sole discretion.
5. The Port will then initiate a bid process in order to complete the selection of the Allocation Blocks and Small Operator Allocation Blocks based upon the set procedures established in the upcoming Request for Bids.
6. The Port will not, except in the Port's sole discretion, permit any Operator to exchange its Allocation Block, Small Operator Allocation Block, or any discrete portion thereof (i.e. CSB, Ready/Return Area, or OTA Space) with any other Operator.
7. In the event of any inconsistency between this RFQ and the terms of the Lease Agreement, the Lease Agreement shall prevail.

D. REALLOCATION OF SPACE

The Port will reallocate those portions of the RCF and RCF Site designated as Exclusive Use Premises on the time intervals, and in the manner, more specifically set forth on Exhibit K of the Lease Agreement.

E. NEW ENTRANTS

New Entrants in the Small Operator Area will, subject to reallocation as provided in Section 11.2 of the Lease Agreement, initially be accommodated in those portions of the Small Operator Area not assigned in the initial allocation (or latest reallocation) of the Small Operator Area. New Entrants in any space vacated on termination of a particular Operator's Lease Agreement and Concession Agreement will, subject to reallocation as provided in Section 11.4 of the Lease Agreement, initially be accommodated in the space vacated. New Entrants at the beginning of any Concession Term will be allocated space as provided in Section 11.3 of the Lease Agreement.

F. MULTI-BRANDING

A Respondent shall indicate in its response to this RFQ the brand or trade name(s) under which it will operate its concession at the Airport. Any brand or trade names designated in Respondent's response to this RFQ must be 100% owned and controlled by the Respondent, or be licensed to Respondent for its use. This includes brands that currently operate within the RCF that wish to enter into a single multi-branded agreement via combining two or more separate current agreements.

Market Share under this RFQ will be determined based off of the brands submitted hereunder. But in no circumstance shall a brand be duplicated that is included in the Market Share that is included in a response.

For the duration of the Concession Agreement, any Operator or Small Company Operator shall be prohibited from operating at the Airport under any brand name(s) or trade name(s) other than the brand name(s) or trade name(s) that it designates on its response to this RFQ. Approval of any requests for any changes from this arrangement shall be at the sole discretion of the Port.

G. BOND OR OTHER SECURITY

Each successful bidder will be required to provide a corporate surety company bond, irrevocable stand-by letter of credit, or other security acceptable to the Port to secure Operator's full performance of the Lease Agreement.

H. CUSTOMER FACILITY CHARGE

All successful bidders are obligated to collect the Customer Facility Charge ("CFC") as per the terms and conditions described in the Lease Agreement upon execution of the Agreement.

I. HISTORICAL REVENUE GENERATION

Listed below is the annual Gross Revenues for calendar years 2012 through 2025, as reported by the full and limited service rental concessions operating at the Airport. During this period, the Airport received ten percent (10%) of the Gross Revenue.

The Port makes no representation or warranties, express or implied, as to the accuracy or relevancy of the data listed below. These numbers are reported by the rental car companies, and the Respondent assumes all risks associated with using the data, including its accuracy, relevance, and/or materiality to the formulation of its Response.

Rental Car Annual Concessionable Revenues

Year	Gross Revenues	Transactions	Transaction Days	Avg. Ticket
2012	236,513,217	1,177,731	5,150,139	200.82
2013	255,175,734	1,218,494	5,333,771	209.42
2014	281,884,063	1,289,287	5,595,787	218.64
2015	302,372,052	1,390,169	6,075,068	217.51
2016	310,986,802	1,410,852	6,165,838	220.42
2017	313,654,210	1,387,688	6,104,653	226.03
2018	334,354,515	1,416,291	6,292,218	236.08
2019	328,155,837	1,414,096	6,356,224	232.06
2020	122,371,894	519,482	2,560,292	235.57
2021	303,133,076	826,261	4,050,186	366.87
2022	396,531,719	1,081,678	5,240,950	366.59
2023	412,086,651	1,229,829	5,742,087	335.08
2024	419,213,144	1,315,524	6,103,069	318.67
2025 (Jan- Sept)	334,512,591	1,037,594	4,922,445	322.39

III. INSTRUCTIONS

A. THE QUALIFICATION PROCESS

1. Respondents are required to submit their qualifications to the Port for evaluation, as described in Section IV of this RFQ.
2. The Port will evaluate the qualifications submitted by Respondents and determine which of the Respondents are Qualified Parties. Once the Port has determined the Qualified Parties, the Port will establish the Market Share Brackets and exact sizes and locations of the allocation blocks upon which the Qualified Parties will submit their bids.
3. Each Qualified Party will be notified by in January 2026, by the Port that it is qualified to submit a Bid for a Rental Car Concession at the Airport. The notice, in the form of a Bid Submission Package, sent to each Qualified Party will contain:
 - i. The identity of each of the Qualified Parties and the Market Share Bracket that each Qualified Party is subject to.
 - ii. An exhibit showing the allocation blocks available for selection by successful bidders for Operators and Small Company Operators.
 - iii. The minimum MAG by Market Share Bracket.
 - iv. The Bid Form

B. QUALIFICATIONS

The minimum qualifications for any Respondent to this RFQ shall be as follows:

1. At least five (5) years of continuous experience in the management and operation of rental car concessions at airports or other high traffic public areas within the past five (5) years.
2. Demonstration to the Port's satisfaction of financial resources and availability of capital investment to sustain operations for the entire term of the Agreement.
3. The ability to provide an adequate number of vehicles to handle customer demand as demonstrated by experience in comparable markets.

C. PORT REPRESENTATIVE

Naseem Tirhi, Senior Real Estate and Portfolio Manager, is the designated Port representative for this RFQ (the "Port Representative"). Respondents, prospective Respondents, Qualified Parties, or anyone on their behalf, may only contact Naseem Tirhi at SeaRentalCars@Portseattle.org concerning this RFQ from the release date of this RFQ until the Port completes its review process and publishes its recommendation for award. See also Section III, item F "Compleitive Integrity."

D. WRITTEN QUESTIONS

Interested firms are encouraged to present written questions to the following email address: SeaRentalCars@Portseattle.org by **December 9, 2025 1700 hours (Pacific Standard Time)**, in order to allow adequate time for preparation of a response. Responses to questions will be provided on the Port's designated website: <https://exploresea.org/leasing/>. Any questions received after this deadline may not be addressed. Communication with Port officials other than those listed above may cause the firm involved to be disqualified from submitting under this solicitation.

E. SUBMITTALS

1. The response to this RFQ by a Respondent must address each of the matters outlined in Section IV, "Qualification Requirements" and contain a signed "Respondent's Certification" in the identical form as set forth in Section V.
2. **In order to be considered for this RFQ, a written Statement of Qualifications (or Submittal) must be received no later than 1400 hours, Pacific Standard Time, December 19, 2025.** Please include the RFQ number (RFQ 2025 RCF) with your documents.

Send to (by USPS):

Port of Seattle
Attn: Aviation Properties
PO Box 68727
Seattle, WA 98158

Hand deliver to:

Port of Seattle
Attn: Aviation Properties
17801 International Blvd S., Room A6012M
Seattle, WA 98158

Responses received after the prescribed date and time shall be considered "non-responsive."

E. SUBMITTALS

Submittals shall meet the following format requirements:

1. All submittals will require a one (1) page, single sided Letter of Interest.
2. The body of the submittal will be limited to six (6) double sided, letter sized pages (printing on both sides of the page is allowed for a total of 12 pages of content) (customize to your desires).
3. Submittals shall be bound with removable/recyclable/resusable binding and shall consist of 100% recyclable material(s). Submittals shall not contain any elaborate, decorative, extraneous or non-recyclable materials. Submittals may utilize metal binder clips.
4. A separate flash drive must also be included duplicating all submittals. All sections should be combined into a **single electronic file** that is a word- searchable portable document format (PDF).
 - PDF file must be no larger than 300 MB.
 - Each of the tabbed sections should be included in the PDF file.

- PDF file should be submitted on a flash drive.

5. Oral, facsimile, telegraphic, electronic or telephone responses will not be considered.

F. COMPETITIVE INTEGRITY

The Port seeks to maintain a neutral competitive environment for all Respondents and Qualified Parties to protect the integrity of the RFQ and bid processes. The Port Representative is the only authorized representative of the Port with whom a potential Respondent, Qualified Party, or anyone on its behalf, shall have contact concerning this solicitation from the release date of this RFQ until the Port completes its review process and publishes its recommendation for award. Any communication concerning the content of this solicitation by a potential or actual Respondent or Qualified Party, or anyone on its behalf, with any Port official or employee other than the Port Representative will result in the rejection of that Respondent's response or a Qualified Party's bid unless, in the reasonable judgment of the Port's General Counsel, the communication could not reasonably be believed to have given the Respondent or Qualified Party a competitive advantage or have impaired the neutral competitive environment of this solicitation. All communications between the Port and a potential Respondent, Qualified Party, or anyone on its behalf must be in writing directed to the Port Representative. Email is the only acceptable form of written communication.

G. REJECTION OF RESPONSES

The Port reserves the right to accept or reject any or all responses in their entirety or in part, and to waive informalities and minor irregularities. During the evaluation process, if the Port determines that a particular requirement may be modified or waived, then the requirement(s) will be modified or waived for all Respondents and Qualified Parties and all responses and bids will be re-evaluated in light of the change. In the event that, in the Port's sole determination, there is not an acceptable response, the Port reserves the right to enter into direct contract negotiations with any party it chooses on such terms and conditions as shall then be acceptable to the Port, notwithstanding any provisions of this RFQ.

H. PUBLIC DISCLOSURE

As a public agency, the Port is subject to the Washington State Public Records Act ("PRA"), Chapter 42.56, Revised Code of Washington (RCW). As such, the Port may be required to disclose information provided in a Respondent's RFQ response and a Qualified Party's bid. Respondents and Qualified Parties shall be responsible for and bear the costs of taking legal action in any attempt to prevent disclosure of such documents. In no event shall the Port be liable to any party for disclosure of that party's documents the Port deems disclosable under Chapter 42.56 RCW.

I. DISADVANTAGED BUSINESS ENTERPRISE

The Port does not require but encourages participation of Disadvantaged Business Enterprises ("DBE") as defined by the State of Washington Office of Minority and Women's Business Enterprises ("OMWBE"). A DBE participant must be actively engaged in the concession operation. If proposed, certification through the OMWBE must be in place on the date of RFQ response submittal.

J. EVALUATION PROCESS

1. The Port will initially evaluate each Respondent's submission for responsiveness. A determination of responsiveness will be based upon whether a Respondent has completed and timely submitted all documents required. Non-responsive submissions will not be further evaluated.
2. Following the initial evaluation, the responsive submissions will be further evaluated to determine whether a Respondent meets the minimum qualifications set forth in this RFQ.
3. The Port reserves the right to interview the Respondents, to ask for clarifications or additional information, conduct on-site visits of their place(s) of business, and/or require the Respondents to make a presentation if the Port determines this to be in its best interest.
4. The Port, in its discretion, may refuse to evaluate a submission for any number of reasons including, but not limited to:
 - i. Evidence of collusion: More than one response submitted by a Respondent under the same or different names will not be considered. Reasonable grounds for believing that the Respondent is submitting more than one response will cause the rejection of the Respondent's response in which the Respondent is involved. One or all responses will be rejected if there is reason for believing that collusion exists among Respondents, and no participant in such collusion will be considered in future proposals for concessions at this Airport.
 - ii. Notwithstanding the above prohibitions, the Port acknowledges that one or more companies that have a common parent company may submit independent bids to operate separate concessions.
 - iii. Unsatisfactory performance of record, judged from the standpoint of conduct, contract compliance, or customer service, as shown by past or current contract with the Port or any other entity.
5. All costs associated with the preparation of the proposal and presentation materials shall be the responsibility of Respondent, including but not limited to costs of delivery, express, parcel post, packing, cartage, insurance, license fees, permits, and bonds.

K. EXHIBITS

The exhibits are provided for informational purposes only. The Port does not warrant the accuracy of the statistical information contained therein. Respondents are advised to use their own analysis for their submittal.

Current Lease Agreement and Concession Agreements provided in Exhibit 1

L. SCHEDULE

DEADLINE

Deadline for submittal of written question
 Deadline for submittal of qualifications
 Qualified companies will be notified

December 9, 2025
 December 19, 2025
 January 2026

Port reserves the right to change any of the above dates, as it deems necessary in the Port's best interest.

IV. QUALIFICATION RESPONSE REQUIREMENTS

All Respondents are required to provide complete answers to all questions. Evaluation will be based on the answers received.

A. COMPANY PROFILE

1. Provide details of the Respondent which shall include the following:
 - i. If a corporation, furnish the date and state of incorporation, and the names of all persons or entities owning at least 25% of the company's voting stock. If Respondent is a subsidiary, state the name of parent company; however, all information provided herein must be as to Respondent and not as to parent company.
 - ii. If a partnership, list all partners.
 - iii. If a joint venture, provide the information requested within this section for each party.
 - iv. If a sole proprietorship, list all business names under which such individual has done business during the last five (5) years.
2. A Respondent shall indicate in its response to this RFQ the brand or trade name(s) under which it will operate its concession at the Airport. Any brand or trade names designated in Respondent's response to this RFQ must be 100% owned and controlled by the Respondent, or be licensed to Respondent for its use. This includes brands that currently operate within the RCF that wish to enter into a single multi-branded agreement via combining two or more separate current agreements.

Market Share under this RFQ will be determined based off of the brands submitted hereunder. But in no circumstance shall a brand be duplicated that is included in the Market Share that is included in a response.

3. Provide a certified copy of Respondent's certificate of good standing to do business in the State of Washington.

B. EXPERIENCE AND QUALIFICATIONS

1. Describe the experience of the Respondent in managing and operating rental car services in airports or other high traffic public areas.
2. Submit a tabulated list of the five (5) airport locations with the highest Gross Revenues where Respondent has operated rental car concessions. If the Respondent has not operated at five airport locations, then Respondent's list shall include the five highest airport and non-airport locations.
3. For reference purposes, provide names, titles, addresses and phone numbers of three (3) of the airport operators/landlords under Item B.2.
4. Is Respondent a party, (including as a member, partner, franchisee, franchisor, and/or parent of any party) to any airport leases and/or airport concession agreements that have been involuntarily terminated either by any airport or by the Respondent prior to

expiration of the term, within the past ten (10) years? If yes, explain the reason for the termination.

C. FINANCIAL INFORMATION

1. Provide financial statements, including balance sheets, statements of income and changes in financial position, for the last two calendar or fiscal years. Audited financial statements are strongly preferred. In the event audited financial statements are not available, the Respondent's highest-ranking financial officer shall certify all financial statements.
2. Provide current Dun & Bradstreet Summary, if available. If a Dun & Bradstreet Summary is unavailable, state why.

D. MANAGEMENT AND OPERATION

1. Identify key staff to be assigned to this Airport including relevant experience and level of responsibility.
2. Describe Respondent's program with respect to:
 - i. Customer service training.
 - ii. Hiring and job development for employees.
 - iii. Responding to complaints and refunds.

E. DESIGN AND IMPLEMENTATION

Provide detailed descriptions, features, photograph(s) or brochure(s), and the quality of the vehicles, customer service counters, and services that the Respondent proposes to provide. Any brochures or photographs, if included separately, will not count towards the page limit under this RFQ.

F. DEFINING MARKET SHARE

1. Provide by month, for the period November 1, 2024 through October 31, 2025, the number of rental car transactions and the amount of concessionable Gross Revenue.
2. Provide fleet size, meaning specific number of vehicles in rental car fleet, available for the Seattle market as of October 31, 2025.
3. If the Respondent is a new entry into the Seattle market, please provide the anticipated fleet size assuming you had been in operation on October 31, 2025.

G. NORTH PARCEL

Please indicate if the Respondent desires any of the Exclusive Use Space within the North Parcel, and the maximum vehicle capacity the Respondent is willing to lease.

V. RESPONDENT'S CERTIFICATION

By submitting a response to this RFQ, Respondent understands, agrees, and warrants that:

- A.** Respondent has carefully read and fully understands the information provided in this RFQ, including, but not limited to, Section III, item **(F)** (Competitive Integrity).
- B.** Respondent has the capability to successfully undertake and complete the responsibilities and obligations of the response being submitted.
- C.** All information in the response is true and correct.
- D.** The Port has the right to negotiate fees and other items it deems appropriate for the benefit of the Port and the traveling public.
- E.** The Port has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by Respondent, and Respondent hereby grants the Port permission to make said inquiries and to provide any and all requested documentation in a timely manner.
- F.** The party signing this RFQ is an authorized representative of the Respondent and has been granted full authority on behalf of the Respondent to execute this document on its behalf.

Dated this ____ day of _____, 2025.

(Respondent)

By: _____

Title: _____

(TO BE CONSIDERED TO BE A QUALIFIED PARTY, ALL RESPONDENTS MUST SIGN THIS CERTIFICATION.)

EXHIBIT 1 TO RFQ

RENTAL CAR CONCESSION AND LEASE AGREEMENT
**(These Agreements are currently in place and are subject to change
under the new RCF Bid)**

Agreements and amendments included separately

EXHIBIT 2 TO RFQ

PASSENGER AIRLINE TENANTS

**Domestic,
Canada/Mexico,
and Overseas**

Alaska
Delta

**Domestic
Only**

American
Frontier
jetBlue
Southwest
Sun Country
United

**Canada/Mexico
Only**

Aeromexico
Air Canada
Volaris
WestJet

Overseas only

Aer Lingus
Air France
ANA
Asiana
British Airways
Cathay Pacific
China Airlines
Condor
Edelweiss
Emirates
EVA Air
Finnair
Hainan
Icelandair
Japan Airlines
Korean Air
Lufthansa
Philippine Airlines
Qatar Airways
SAS
Singapore Airlines
Starlux
Turkish Airlines
Virgin Atlantic

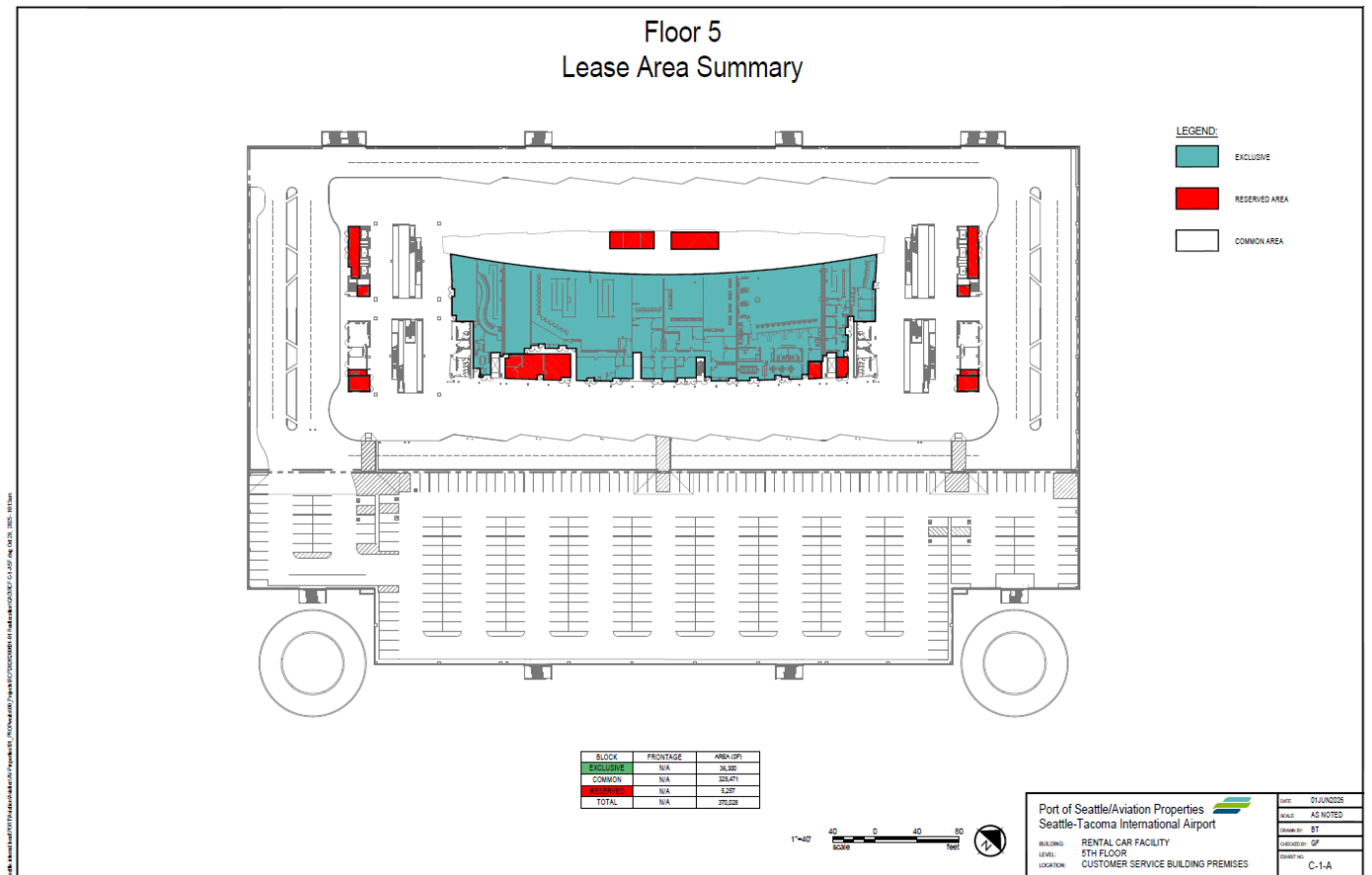
The Port reserves the right to make changes or reallocate the airlines to other locations, as it deems necessary.

**EXHIBIT 3 TO RFQ
PASSENGER TRAFFIC SUMMARY REPORT**

Year	Passengers
2012	33,223,111
2013	34,826,741
2014	37,498,267
2015	42,340,537
2016	45,737,115
2017	46,934,619
2018	49,849,520
2019	51,829,239
2020	20,045,348
2021	36,154,015
2022	45,964,167
2023	50,885,450
2024	52,670,712
2025 (Jan- Sept)	40,444,401

EXHIBIT 4 TO RFQ

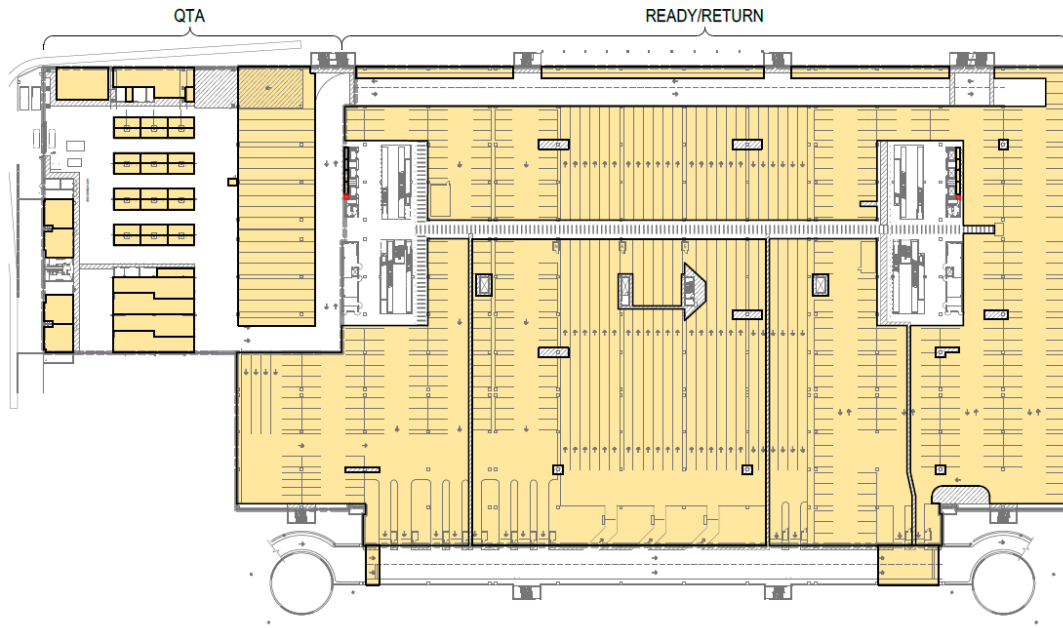
CONSOLIDATED RENTAL CAR FACILITY



Floor 5 - Small Operator Area Customer Service Bldg Lease Area Summary



Floor 4 Ready/Return and Quick Turnaround (QTA) Lease Area Summary



Port of Seattle/Aviation Properties
Seattle-Tacoma International Airport

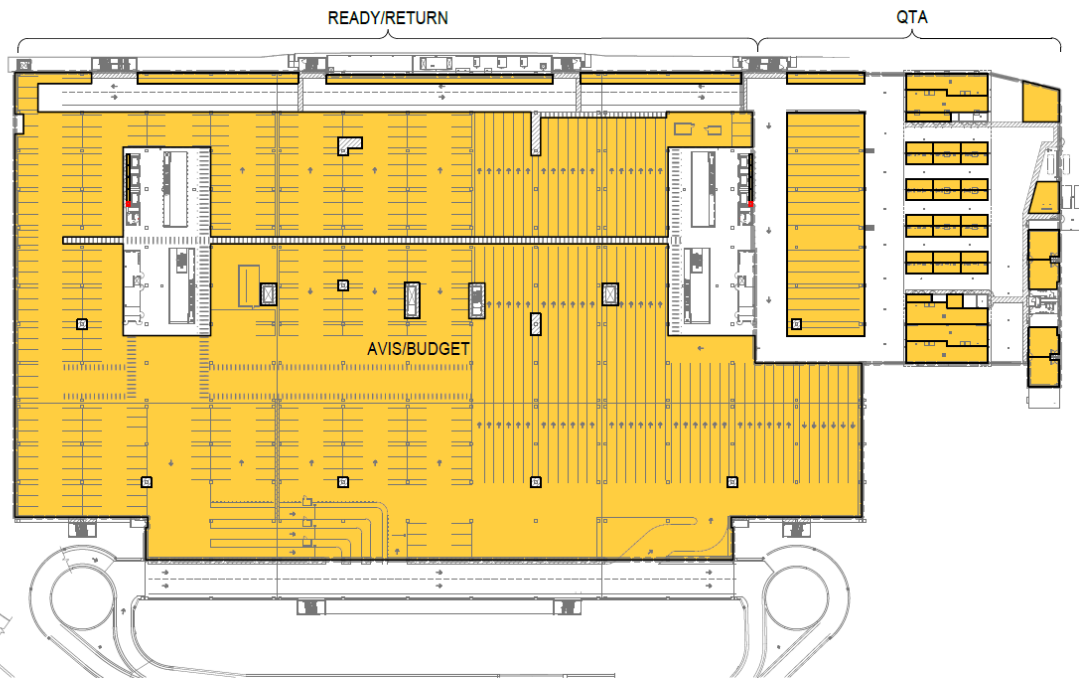
BUILDING: RENTAL CAR FACILITY
LEVEL: 4TH FLOOR
LOCATION: READY/RETURN & QTA

DATE: 01/14/2020
DRAWN: AS NOTED
CHECKED: BT
DESIGNED: GF
C-2-A

Floor 3 Ready/Return and Quick Turnaround (QTA) Lease Area Summary



Floor 2 Ready/Return and Quick Turnaround (QTA) Lease Area Summary



BLOCK	RAW AREA (SF)	QTA AREA (SF)	TOTAL AREA (SF)	CAR WASH (EA)	FUEL PUMPS (EA)
AVIS BUDGET	267,834	34,398	302,232	5	24
TOTAL	267,834	34,398	302,232	5	24
RESERVED AREA	12	8	20	N/A	N/A
COMMON	55,984	43,028	117,902	N/A	N/A

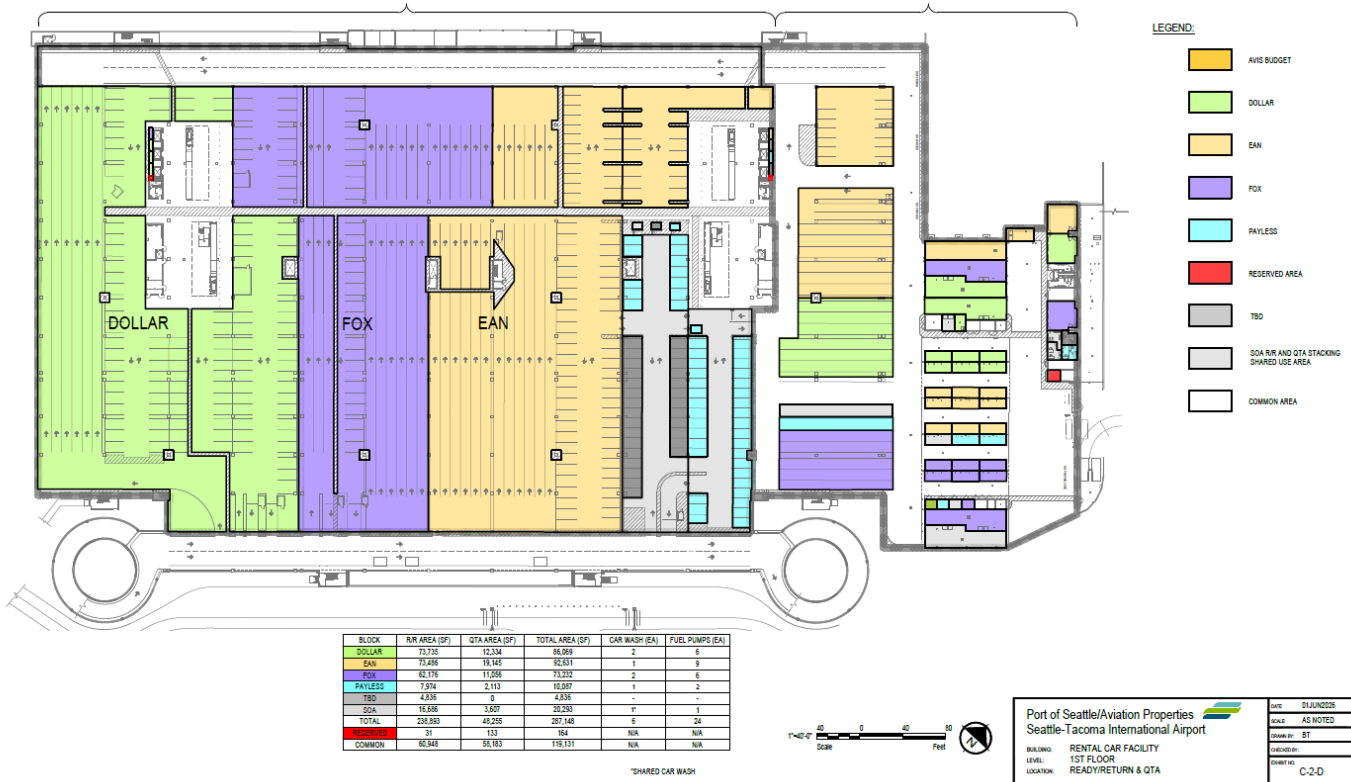


Port of Seattle/Aviation Properties
Seattle-Tacoma International Airport

BUILDING: RENTAL CAR FACILITY
LEVEL: 2ND FLOOR
LOCATION: READY/RETURN & QTA

DATE	8/14/2020
DRAWN	AS NOTED
CHECKED	BT
DESIGNED	
DRAWN NO.	C-2-C

Floor 1 Ready/Return and Quick Turnaround (QTA) Lease Area Summary



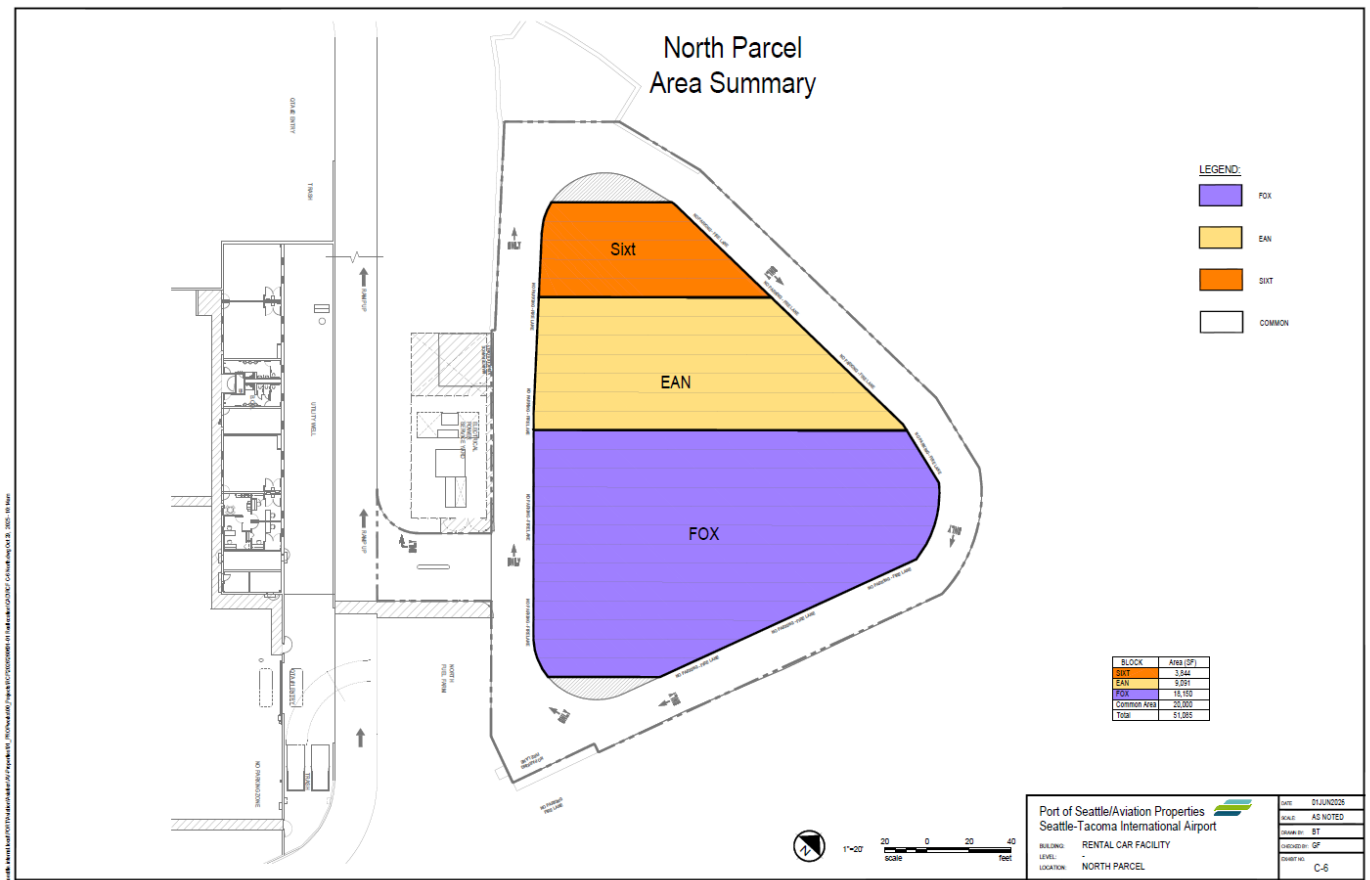


EXHIBIT 5 TO RFQ

MARKET SHARE BRACKETS

Block	Minimum	Maximum
A	22.01%	100.00%
B	14.01%	22.00%
C	8.01%	14.00%
D	4.01%	8.00%
E	2.01%	4.00%
F/SOA	0.00%	2.00%