1. This Call for Expressions of Interest is part of the implementation of the Initiative Emergence Madagascar (IEM) programme and of the General State Policy (PGE) regarding its withdrawal from the airport sector, through the Aéroports de Madagascar Company (ADEMA S.A), which is the State’s delegate with powers to build, manage, and operate civil airports and airfields open to state-owned public air traffic, in accordance with Decree No. 2017-007 of January 3rd, 2017.

Currently, ADEMA manages and operates ten (10) main airports, of which six (06) are international airports (Taolagnaro, Toliara, Toamasina, Mahajanga, Antsiranana and Sainte Marie) and four (04) domestic (Sambava, Morondava, Fianarantsoa and Mananjary). These airports are of different capacities and purposes, and are spread throughout the island. Earlier studies on the development of airport infrastructures in Madagascar recommended, among other things, the effective participation of the private sector in the financing, construction, management, operation, and development of these airports.

2. In order to achieve this, ADEMA, in collaboration with the Ministry of Transport, Tourism and Meteorology (MTTM), invites private operators and investors to express their interest in providing the services described in the form of a partnership for the development of the 10 above mentioned airports. In this context, each professional candidate must provide the following documents:

- **Document n°1**: The name (or corporate name), the legal form and Head office (Mailing address, Telephone, Fax, E-mail)
- **Document n°2**: the power and capacity of the signatory
- **Document n°3**: certified copies of the administrative records of its Organization/Company (2018 or 2019 Tax identification card, statistical card, trade register extract), Financial Statements of the last three (03) fiscal years certified by the Certified accountant, certificate of non bankruptcy of less than 3 months.
- **Document n°4**: References of good financial relationships with internationally recognized banks or financial institutions.
3. Interested Operators and Investors may obtain additional information on this Call for Expressions of Interest at the following address: Direction Générale de la Société Aéroports De Madagascar (ADEMA S.A.), sise à la Zone Aviation Générale de l’Aéroport International d’Ivato (105) AMBOHIDRATRIMO – ANTANANARIVO BP 5271- MADAGASCAR Phone +261 20 22 485 15 - E-mail: dg@adema.mg and partenariat.adema@gmail.com

4. Expressions of Interest must be sealed and bear the reference of this Call for Expressions and entered under the title: "Call for Expressions of Interest on the search for partnerships for the development of Madagascar airports.". The deadline for the submission of bids at the General Direction of ADEMA S.A. Immeuble Zone Aviation Générale, Ivato Aéroport, BP 5271, ANTANANARIVO 101 - MADAGASCAR, is the 20th of August 2019 at 12 p.m. local time. Bids may also be sent by registered mail with acknowledgement of receipt by ADEMA (the date of this notice being authoritative) or deposited at the Head office against a signed receipt.

Antananarivo, June 21st 2019

The Managing Director of ADEMA S.A,