

APPENDIX 3 TO CONDITIONS OF TENDER

PARTICULARS OF TENDERER'S CONCEPT PROPOSAL

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(Unless the context otherwise requires, terms and references used in this Appendix have the same meaning and construction as defined or construed in the Conditions of Tender for the aforesaid Tender.)

The information and proposals described in Section A and Section B below must be attached to the Form of Tender as the "Tenderer's Concept Proposal" and submitted to JTC as part of the Tenderer's Form of Tender, all segments shall be inserted into Envelope A as per Appendix 8 – Instruction to Tenderer's.

If any part of Section A or Section B is not applicable, the Tenderer shall insert "NIL" or "N.A."

All supporting plans and documents mentioned in Section A and Section B must also be submitted together with the Tenderer's Form of Tender.

Every sheet of the Tenderer's Concept Proposal must bear the Tenderer's name and be signed by the Tenderer's authorised signatories.

If the space provided is insufficient, please use additional sheets which must bear the Tenderer's name and be signed by the Tenderer's authorised signatories.

SECTION A

Please submit the information requested in this Section A. Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

A1. TENDERER'S PARTICULARS Tenderers must submit the following documents as attachments to the Form of Tender at the " <u>Tenderer's Concept Proposal</u> ". Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.	
A1.1	Please provide details of the profile and particulars of the Tenderer. The following should be provided: <ul style="list-style-type: none"> (i) Updated copy of Business Profile from the Accounting and Corporate Regulatory Authority (ACRA) (ii) Names of directors, shareholders, holding company/companies and beneficial owners, including government or state ownership of the Tenderer (iii) Organization chart of Tenderer (iv) Contact number and email address of key personnel
A1.2	Where tenderers are a Joint Venture (JV) or consortium of pre-existing entities or a franchisee, tenderer should provide an organisational chart depicting the working relationship/contributions of the parties involved.

A2. TENDERER'S FINANCIAL STANDING Tenderers must submit the following documents as attachments to the Form of Tender at the " <u>Tenderer's Concept Proposal</u> ". Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.	
A2	<p>The evaluation of financial health shall consider certain financial factors in the Tenderer's Audited Financial Statements as well as other qualitative factors. A Tenderer whose overall financial strength is found to be inadequate will not be eligible for tender award, if deemed fit and proper by JTC.</p> <p>The evaluation of Tenderer's financial health may be carried out by JTC and/or JTC's appointed credit rating agency. Tenderer shall submit the following documents for evaluation:</p> <ul style="list-style-type: none"> (i) Where the Tenderer is a company and is required by law to audit its financial statements, the Tenderer shall submit the following documents for evaluation: <ul style="list-style-type: none"> a. the Tenderer's audited financial statements for the last three (3) consecutive years (including profit and loss accounts, balance sheets and

	<p>cash flow statements), of which the period between the financial year-end of the most recent statement and the Tender Closing Date does not exceed 18 calendar months. For example, if the Tender Closing Date is in June 2024, the financial year-end of the most recent Audited Financial Statement should be October 2022 or later. The Audited Financial Statements shall be prepared in recognized accounting standards and in the English language;</p> <p>b. Declaration of financial solvency in the form prescribed in “Declaration on Solvency” (<i>in Annex-8C of Appendix 8</i>);</p> <p>c. Financial Health Checklist in the prescribed form (<i>in Annex-8E of Appendix 8</i>); and</p> <p>d. Tenderer’s Information for Financial Health in the prescribed form (<i>in Annex-8F of Appendix 8</i>).</p> <p>(ii) Where the Tenderer is a company and is exempted from submitting an Audited Financial Statement under Singapore’s current legislation, the Tenderer shall submit the following documents for evaluation:</p> <p>a. the Tenderer’s Director’s Report (i.e. A set of financial statements that complies with accounting standards, and the Independent Auditor’s Statement) for the last three (3) consecutive years, of which the period between the financial year-end of the most recent report and the Tender Closing Date does not exceed 18 calendar months. In the event that Tenderer is unable to provide Director’s Report, Tenderer shall submit Management Accounts (i.e. Income Statement, Balance Sheet and Cash Flow) over the same duration. The Director’s Report shall be prepared in recognized accounting standards and in the English language;</p> <p>b. Latest Management Account, of which the period between the Management Account and the Tender Closing Date does not exceed 3 calendar months. The Management Account shall be prepared in recognized accounting standards and in the English language;</p> <p>c. Declaration of financial solvency in the form prescribed in “Declaration on Solvency” (<i>in Annex-8C of Appendix 8</i>);</p> <p>d. Declaration on unaudited financial statements in the prescribed form (<i>in Annex-8D of Appendix 8</i>);</p> <p>e. Financial Health Checklist in the prescribed form (<i>in Annex-8E of Appendix 8</i>); and</p> <p>f. Tenderer’s Information for Financial Health in the prescribed form (<i>in Annex-8F of Appendix 8</i>).</p>
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	<p>Notwithstanding the above, the Tenderer shall submit also such other documents that may be required by JTC and/or JTC's appointed credit rating agency.</p> <p>JTC reserves the right also to reject any Tender Proposal if the Tenderer fails to submit the aforesaid Audited Financial Statements, Declaration of Solvency, etc., and/or any additional documents that may be required for evaluation by JTC and/or its appointed credit rating agency.</p>
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A3. DECLARATION OF TENDERER'S DEBARMENT STATUS

Tenderers must submit the following documents as attachments to the Form of Tender at the "Tenderer's Concept Proposal". Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

A3	<p>Has the Tenderer, including any of its directors or partners and their companies, limited liability partnerships societies or corporations, been debarred from public sector contracts for any line of business?</p> <p>Yes/No (please choose one)</p> <p>If yes to the above, please provide additional details including the persons/companies/limited liability partnerships/societies/corporations involved, the year of debarment, name of the public agency, and contract details.</p>
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A4. DECLARATION OF TENDERER'S COMMITMENT TO FULFILL PROJECT CONDITIONS

Tenderers must submit the following documents as attachments to the Form of Tender at the "Tenderer's Concept Proposal". Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

A4.1	<p>The Tenderer commits to adhere to the monthly Variable Rent Structure of 1.5% of the Total Revenue throughout the Initial 5-Year Tenancy Term.</p> <p>Yes/No (please choose one)</p>
A4.2	<p>The Tenderer commits that all proposed CAPEX works submitted in this Concept Proposal shall be fulfilled at the Premises.</p> <p>Yes/No (please choose one)</p>
A4.3	<p>The Tenderer commits to comply with the Tenancy Design Guidelines (Annex 4A & 4B) should they be the Successful Tenderer.</p> <p>Yes/No (please choose one)</p>

SECTION B

Please submit the information requested in this Section B. Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

B. TENDERER'S PROPOSAL																															
Tenderers must submit the following documents as attachments to the Form of Tender at the " <u>Tenderer's Concept Proposal</u> ". Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.																															
B1. Track Record																															
B1.1	<p>Does the Tenderer have any past or current experience or accreditations for operating any Lifestyle, Wellness, Retail, F&B concepts or similar trades?</p> <p>Yes / No (Please choose one)</p> <p>If Yes to the above, please state all Lifestyle, Wellness, Retail, F&B concepts, or similar trades that the Tenderer currently manages or managed within the past 5 years (from 2020 to 2024).</p> <table border="1"> <thead> <tr> <th>Project Name and address</th> <th>Period of Operation</th> <th>Number of sub-tenants</th> <th>Tenderer's involvement in Project</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>			Project Name and address	Period of Operation	Number of sub-tenants	Tenderer's involvement in Project																								
Project Name and address	Period of Operation	Number of sub-tenants	Tenderer's involvement in Project																												
B1.2	Please provide a write-up with quantitative and/or qualitative justifications on the performance of the Lifestyle, Wellness, Retail, F&B concepts, or similar trades in Singapore provided in Section [B1.1].																														
B2. Business Proposal																															
B2.1	<p>The business plan shall include:</p> <p><u>Concept:</u></p> <p>a. Write up on a well-justified and holistic proposal for the proposed concept(s) and related theme(s), which showcases how the Tenderer will rejuvenate the Premises into a desired Lifestyle hub, and be well-differentiated from those found in surrounding developments, to engage the one-north community and the general public (including the residents in the vicinity). A good variety of new to market or new-to-Singapore concepts offerings that caters to not only the proposed target catchment; also to highlight interesting and unique factors of the proposed concept(s) in order to differentiate the Premises from other lifestyle enclaves in Singapore. Also to illustrate how the concept(s) appeals to the profile of the target catchment in the locality and further afield; include</p>																														

	<p>market analysis and competitor analysis in the write-up. Tenderers are strongly encouraged to carry out their independent studies and end-user engagements to determine the most suitable concept(s) and theme(s) in order to meet the objectives of the tender.</p> <p>b. Regular series of events and/or weekend activities throughout the year to engage wider public and attract visitors to Ayer Rajah/one-north. A calendar of events for the term outlining the proposed initiatives to be carried out at the premises, including the identified themes and collaboration partners (if any) should be submitted as part of the proposal.</p> <p>c. Proper design and space planning of the premises, with details on how the interior and exterior are envisioned to look like through sketches, renders, and/or schematic plans. The design of the Premises should be aesthetically pleasing and complementary to the look and feel of the surrounding blocks and complements the youthful vibe in the area. The proposed capital expenditure (CAPEX) for fitting out the block and its corresponding breakdown should be included as part of the proposal.</p> <p>d. Smart solutions and/or smart retail initiatives to be implemented at the premises to enhance visitors' experience and/or improve business operation at the premises (e.g. smart retail technologies, smart sensors, service robotics, automated back-of-house operations such as kitchen robotics and autonomous cooking, integrated digital solutions).</p>
B2.2	<p><u>Business Model:</u></p> <p>a. The concept proposed, including all the costs and expenses incurred to fulfil the concept, shall be financially and operationally sustainable throughout the term. As part of the proposal, the Tenderer shall include:</p> <ul style="list-style-type: none"> • The proposed CAPEX commitment and a detailed breakdown of the CAPEX and R&R works timeline shall be submitted as part of the proposal • The proposed operating expenditure (per month). A detailed breakdown of the operating expenditure per month including detailed maintenance plans shall be submitted as part of the proposal. • Clear financial projections, cashflow and estimated breakeven point. • Monthly Gross Turnover projections • Findings based on appropriate market studies or research carried out in the community to justify the need for the proposed use(s) or concept at the premises, and how the proposed concept introduced can potentially value-add to Ayer Rajah and one-north.

B2.3	<p><u>Sustainability Plan:</u></p> <p>The Tenderer shall propose sustainable initiatives in various areas of their day-to-day business operation within the premises to contribute to a more sustainable one-north. As part of the proposal, the Tenderer shall outline their proposed initiatives for the premises as follows:</p> <ul style="list-style-type: none"> • A well-justified and holistic proposal indicating green initiatives that will be implemented through day-to-day operations and infrastructure improvements, i.e. carbon monitoring and real-time optimization through smart power meters integrated with an energy management system for optimising aircons, lightings and fans within the premises. Any corresponding CAPEX should be outlined, with elaborations and justifications. • Environmental-friendly and sustainable operational practices which can help facilitate green practices at the Premises, i.e. designating space to promote recycling/upcycling within the premises, setting up a green garden within the premises, facilities to segregate wastes, implementing packaging or plastic-free retail/dine in practices, measures of food waste tracking and management. • Curate programmes that promote awareness on sustainability, i.e. recycling programmes, hands-on workshops/activities, exhibitions or special events on the themes of sustainability, green design competitions to the public and visitors of the premise.
B2.4	<p><u>Marketing Plan:</u></p> <p>There should be targeted and sustained efforts to brand the premises actively throughout the term and draw crowds to 69 Ayer Rajah on a regular basis. As part of the proposal, the Tenderer shall submit the following:</p> <ul style="list-style-type: none"> • A detailed branding and marketing plan, including but not limited to details of the target catchment and strategies to reach out to the target catchment (including marketing efforts and advertising), with elaborations, justifications, and examples. • A series of marketing campaigns before, during, and after the launch of the concept on site to reach out to the public and raise awareness of the premises. A calendar of events outlining the marketing plan for the premises throughout the term shall be submitted as part of the proposal. • Details on collaborations or partnerships such as joint-promotions, and/or collaborations to create new concepts and experiences with other tenants or stakeholders in one-north. Discounts or privileges extended to the one-north community, i.e. office workers, residents, students are highly encouraged.

B3.	Fitting-Out Works, Building Design and Layout
B3.1	<p>The Successful Tenderer is required to carry out CAPEX works (“Fitting Out Works”). Fitting Out Works refers to physical improvement works (i.e. non-removable) carried out at the Premises which would enhance the overall asset value of the Premises, and may include but is not limited to one-to-one replacement works, Refurbishment & Repair (R&R) Works, and/or Addition & Alteration (A&A) Works relating to</p> <ul style="list-style-type: none"> (i) M&E Services; (ii) Architectural Works, for e.g. design and finishes; and (iii) Fittings and Fixtures. <p>The architecture and design brief should illustrate the functionality and merits of the design and layout for the proposed concept(s) and theme(s), while adhering to the design requirements set forth in Appendix 4 (<i>Technical Conditions of Tender</i>) of the Conditions of Tender. The proposal should show a good design with coherent design language, as well as good layout with thoughtful consideration of circulation and space usage efficiency.</p> <p>The following should be provided for evaluation:</p> <ul style="list-style-type: none"> (i) Write-up on the proposed design concept and layout, including: <ul style="list-style-type: none"> - Elaborations and justifications on how the design helps to achieve the aims set out in the business proposal, especially in terms of differentiating the Premises from surrounding developments. - Explanations on how the design adds value to the character of the Premises. - Descriptions to illustrate on how compliance to the design requirements set forth in Appendix 4 (<i>Technical Conditions of Tender</i>) will be ensured. (ii) Layout plan and illustrations showing the space utilisation of the Premises, circulation and compliance to JTC Design Requirements in Annex 4-A. (iii) Architectural plan detailing the colour scheme and finishes for fixtures and fittings for the Premises (iv) Design perspectives for each of the following (with colour) (minimally one for each): <ul style="list-style-type: none"> - External Façade facing Ayer Rajah Crescent. - External Façade facing Launchpad Block 71. - 2nd Storey Canteen Area (including lighting, fans and furnishings such as dining tables and chairs) if Canteen is retained. - Toilets (including male, female and handicapped toilet). - 2nd to 3rd Storey (including lighting, fans and furnishings such as dining tables and chairs).