

APPENDIX 3 TO CONDITIONS OF TENDER
PARTICULARS OF TENDERER'S QUALITY PROPOSAL

APPENDIX 3 TO CONDITIONS OF TENDER

PARTICULARS OF TENDERER'S QUALITY PROPOSAL

(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 **Annex-7A-1** Form of Tender A (Quality Proposal) as the "Quality Proposal Enclosure" and submitted to JTC as part of the Tenderer's Form of Tender.

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 A (Quality Proposal).

Every sheet of the Tenderer's Quality Proposal Enclosure 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 Annex 7A-1 Form of Tender A, at the " <u>Quality Proposal Enclosure</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: (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 the Tenderer (iv) Contact number and email address of the Tenderer's key personnel
A1.2	Where the Tenderer is a joint venture (JV) or consortium of pre-existing entities or a franchisee, the 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 Annex 7A-1 , Form of Tender A, at the " <u>Quality Proposal Enclosure</u> ". Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.	
A2	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. 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: (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: a. the Tenderer's audited financial statements for the last three (3) consecutive years (including profit and loss accounts, balance sheets and 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 December 2022 or later. The Audited Financial Statements shall be prepared in recognized accounting standards and in the English language; b. Declaration of Financial Solvency in the form prescribed in Annex-7B of Appendix 7; c. Financial Health Checklist in the form prescribed in Annex-7D of Appendix 7; and d. Tenderer's Information for Financial Health in the form prescribed in Annex-7E of Appendix 7. (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: 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 the Tenderer is unable to provide the Tenderer's Director's Report, the Tenderer shall submit its Management Accounts (i.e. Income Statement, Balance Sheet and Cash Flow) over the same duration. The Tenderer's Director's Report shall be prepared in recognized accounting standards and in the English language; b. the 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; c. Declaration of Financial Solvency in the form prescribed in Annex-7B of Appendix 7; d. Declaration on Unaudited Financial Statements in the form prescribed in Annex-7C of Appendix 7; e. Financial Health Checklist in the form prescribed in Annex-7D of Appendix 7; and f. Tenderer's Information for Financial Health in the form prescribed form in Annex-7E of Appendix 7. Notwithstanding the above, the Tenderer shall also submit such other documents that may be required by JTC and/or JTC's appointed credit rating agency.
--	---

	JTC reserves the right to reject any Tender Proposal if the Tenderer fails to submit the aforesaid documents and/or any additional documents that may be required for evaluation by JTC and/or its appointed credit rating agency.
--	--

A3. DECLARATION OF TENDERER'S DEBARMENT STATUS

Tenderers must submit the following documents as attachments to **Annex 7A-1**, Form of Tender A, at the "Quality Proposal Enclosure". Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

A3	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? Yes / No (Please choose one) 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.
-----------	--

A4. TENDERER'S TRACK RECORD AND EXPERIENCE

Tenderers must submit the following documents as attachments to **Annex 7A-1**, Form of Tender A, at the "Quality Proposal Enclosure". Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

A4.1	Does the Tenderer have at least 5 years of experience in operating a hawker centre or food court or coffee shop as a master tenant in Singapore?
-------------	--

Yes / No (Please choose one)

Please list the project details below:

Name of hawker centre / food court / coffee shop	Address	Years of operation	Number of stalls	Gross floor area (GFA), in sqm

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 Annex 7A-1, Form of Tender A, at the "<u>Quality Proposal Enclosure</u>". Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.
B1.1	<u>Overall concept and activation of space</u> The proposal shall include: a. A write-up on the proposed concept and theme for the Premises. It should contain a clear strategy to position the Premises as the go-to dining destination in One-North, optimised for speed, convenience, and high-throughput service - o Relevant market studies or research should be carried out in the community to justify the need for the proposed concept at the Premises, and justifications on how the proposed concept can potentially value-add to One-North b. The Tenderer's targeted sub-tenants / brands / types of stalls at the Premises. The tenant mix should be diverse and differentiated in order to sustain user interest and drive repeat visits, taking into account the feedback provided by the LaunchPad community c. The proposed day-to-night activation (activities??), with targeted concepts (if any) to increase the vibrancy of the Premises d. Use of mobile applications, digital channels, promotions, or pre-ordering solutions to increase awareness of the Premises and encourage repeat patronage (if any) e. A regular calendar of events to introduce unique events and/or programming to the Premises to support informal gatherings and social interaction. Where possible, the proposed weekday events and programmes should be relevant to the start-up community in LaunchPad f. Proposed partnerships and collaborations with the One-North community throughout the Tenancy (if any) to strengthen the Premises' positioning g. The Tenderer's proposal on how affordability will be maintained at the Premises. The proposal shall include measurable commitments on the affordability of food offerings, such as the proportion of stalls offering at least one meal below a specified price point (to be proposed by the Tenderer), as well as any operator-led initiatives to enhance affordability (e.g. value meal programmes, promotional campaigns, loyalty rewards, or bundled meal offers)
B1.2	<u>Spatial design, comfort, and user experience</u>

	The proposal shall include: - A clear and coherent overall design vision that aligns with the intended positioning of the Premises. A description of design features and user experience enhancements (e.g. wayfinding, ambience, materials) that contribute to a comfortable, inviting, and vibrant dining environment should be included - Plans to refresh or replace the overall external façade and enclosure, including external signages - Plans to create an inviting environment that supports both quick dining and informal workplace interactions, suitable for startups and business park workers in LaunchPad and the larger One-North community - A clear seating or layout plan to ensure smooth circulation and sufficient seats, including a tabulation of the overall seating capacity - The Tenderer's plans to enhance ventilation, cooling, and lighting to improve overall user comfort, particularly during peak lunch periods - Effective queue system/planning and minimisation of congestion during peak periods. The design shall resolve conflicts between queuing, seating, and through movement by maintaining clear circulation paths and spatial hierarchy, ensuring optimal functionality especially during peak hours - Design of food stalls, including but not limited to clear and visible frontages, and arranged to maximise exposure to passing footfall, so that stalls receive equitable visibility and contribute to overall commercial performance - Plans to enhance ventilation, thermal comfort, cooling, and lighting (both natural light and artificial lighting) to improve overall user comfort across varying hours of the day or operation hours - Smart or sustainable solutions to be implemented at the Premises in order to enhance visitors' experience and/or improve business operations at the Premises (if any) Where relevant, details on how the space is envisioned to look like should be provided via sketches, renders, and/or schematic plans.
B1.3	<u>Business operations and financial feasibility</u> The concept proposed for the Premises, including all the costs and expenses incurred to fulfil the concept, shall be financially and operationally sustainable throughout the Term. Where relevant, key assumptions (e.g. footfall, pricing, tenant mix, and cost drivers) should be clearly articulated and substantiated, taking reference from the Tenderer's prior experience in operating similar concepts and/or relevant market comparables. The proposal shall include: A detailed proposal of the capital expenditure (CAPEX) required to fit out the development

	b. The proposed operating model, including operating hours and a detailed breakdown of monthly operating expenditure c. Revenue projections, including key assumptions (e.g. footfall, pricing, tenant mix), demonstrating the ability of the concept to generate sustainable income d. The estimated breakeven point for the Project, supported by relevant revenue and cost assumptions e. Timeline for the proposed fit-out works and commencement of operations f. Clear transition plan and communication plan for affected stallholders on site
B1.4	<u>Track records and capability</u> The Tenderer shall submit details of their track record and accreditations (if any) received for operating similar uses or concepts over the last 15 years.