

APPENDIX 5 TO CONDITIONS OF TENDER
EVALUATION CRITERIA AND GUIDELINES

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EVALUATION CRITERIA

1 Eligibility Criteria

- 1.1 Tenderer must first meet and satisfy all of the following Eligibility Criteria before its proposal will be further evaluated by JTC.
- a) It is a company that is incorporated in Singapore. The Form of Tender and all documents submitted shall be duly signed by an authorised representative of the Company who is at least 21 years old.
 - b) It is not a person, company or business that is currently suspended or debarred by the Standing Committee On Debarment, of the Ministry of Finance from participating in public sector projects at any time from the Tender Closing Date until the date of the tender award. For avoidance of doubt, any Tenderer who is suspended or debarred shall have its tender proposal precluded from further evaluation by JTC.
 - c) It does not have any outstanding debts due and owing to JTC as at the date of its Tender.
 - d) It does not have a petition for winding-up presented against it in the High Court.
 - e) It is not in liquidation, placed under receivership or judicial manager.
 - f) It does not have a receiver being appointed to manage its affairs, or for which an application has been made for the appointment of a judicial manager.
 - g) It must have a sound financial health status.
 - h) The proposal must fully comply with all the instructions and requirements set out in this Tender Packet, in particular but not limited to all the instructions and requirements contained in the Instructions to Tenderers.

2 Critical Criteria

- 2.1 Tenderers must have minimally 5 years of experience in operating a hawker centre or coffee shop or food court, as a master tenant in Singapore.
- 2.2 The Tenderer must attend the tender briefing and site visit conducted by JTC. Attendance for the tender briefing and site visit is compulsory.
- 2.3 Tenderers must not have financial statements showing:
 1. Negative net tangible asset (NTA); and
 2. Adverse opinion from auditor on their ability to continue as a going concern.

3 Evaluation Method

- 3.1 Tenders that are compliant with all the terms and conditions contained in the Tender Packet shall be evaluated based on a two-step approach, with the first stage being the Quality evaluation and the second stage being the Price evaluation. The Tender will be awarded to the Tenderer with the highest combined Price and Quality score (maximum score of 100%).

Quality Evaluation (70%)

- 3.2 JTC will first evaluate the Tenderer's concept proposals against the Evaluation Criteria set out in **Appendix 5** (Evaluation Criteria).
- 3.3 Without prejudice to all of JTC's rights, including the right to select and decide on the award of tender in JTC's sole and absolute discretion, only Quality Proposals that are assessed and selected by JTC in its absolute discretion to have:
 1. met and satisfied all the "Eligibility Criteria" as defined and set out in **Appendix 5** (Evaluation Criteria); and
 2. met and satisfied all the "Critical Criteria" as defined and set out in **Appendix 5** (Evaluation Criteria).

shall be evaluated based on the "Other Criteria" outlined in paragraph 4 below. Tenderers' Quality Proposals will be scored relative to each other, and the maximum score for Quality Proposals under the Quality Evaluation shall be 70%. The formula for evaluating Tenderers' Quality score is as follows:

- 3.4 Any tender proposal by a Tenderer that does not meet or satisfy any of the Eligibility Criteria or any of the Critical Criteria shall be precluded from further evaluation by JTC.

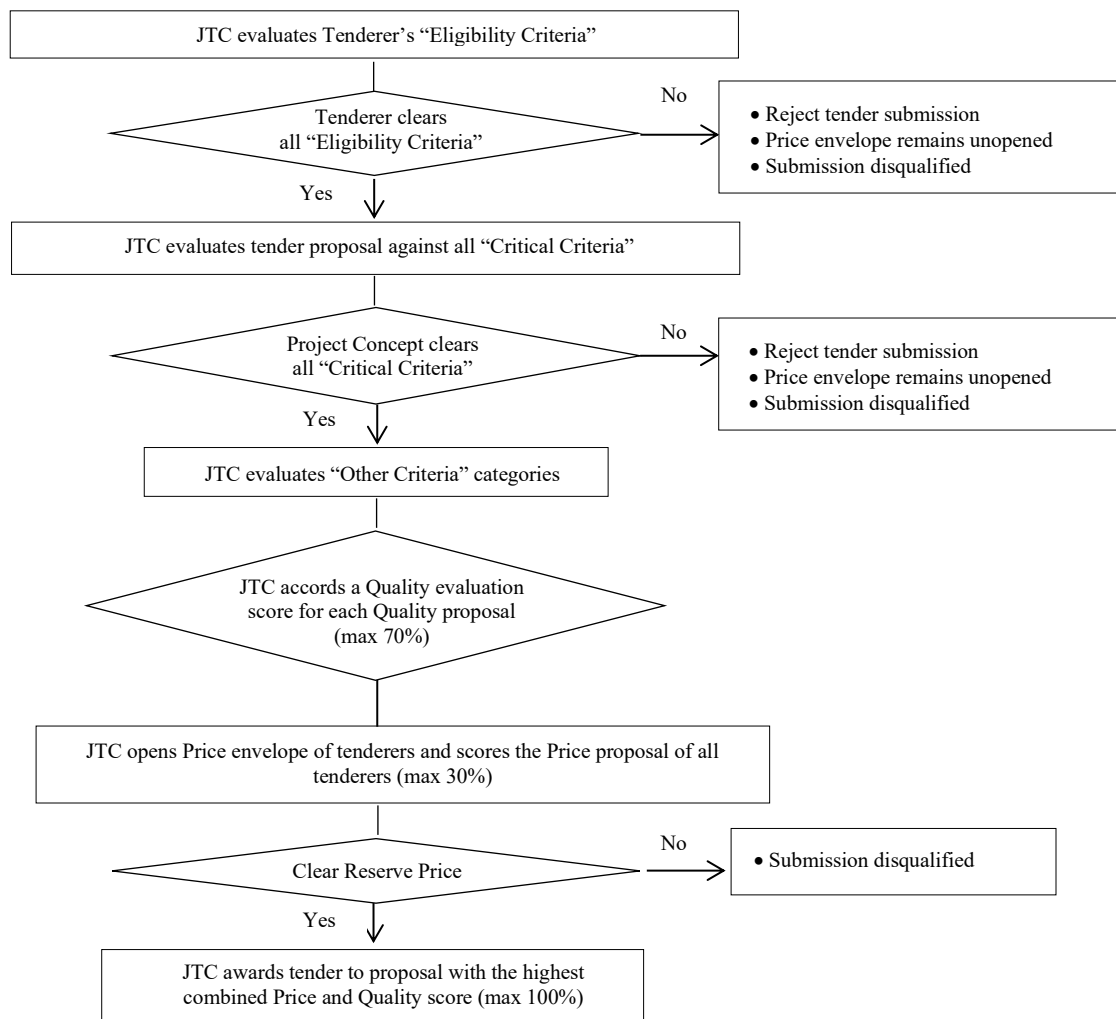
Price Evaluation (30%)

- 3.5 Only the price envelopes for all qualifying Quality Proposals will be opened by JTC for consideration. Tenderers must submit their Price Proposals for its Tender in accordance with the "**Price Criteria**" outlined in paragraph 5 below.

- 3.6 Tenderers' Price Proposals will be scored relative to each other, and the maximum score for Price Proposals under the Price Evaluation shall be 30%. The formula for evaluating Tenderers' Price Proposal score is as follows:

$$\text{Price score of Tenderer A} = \frac{\text{Tenderer A's Tendered Bid Price per month}}{\text{Highest Tendered Bid Price received amongst all tenderers}} \times 30\%$$

- 3.7 The Tender will then be awarded by JTC to the Tenderer with the highest combined Price and Quality score. However, JTC reserves the right not to award the Tender if the highest bid does not satisfy its minimum price requirements.
- 3.8 In the event there are two or more eligible tenderers each complying with all the requirements in the Tender Packet, with the same highest Tendered Monthly Gross Rent, JTC may on or before expiry of the Tender Validity Period carry out a random ballot in the manner as set out in **Condition 15 (Acceptance of Tender)** of the Conditions of Tender.
- 3.9 The general workflow of the evaluation process of the tenders is as set out below.



4 Other Criteria

In addition to the Eligibility Criteria and Critical Criteria, Tenderers will also be evaluated based on the following criteria ("**Other Criteria**") as part of the Quality evaluation component, which will carry a weightage of 70% under the overall tender evaluation.

4.1 Overall concept and activation of space

- 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
 - 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 introduced 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, 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)

4.2 Spatial design, comfort, and user experience

- a. 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
- b. Plans to refresh or replace the overall external façade and enclosure, including external signages

- c. 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
- d. A clear seating or layout plan to ensure smooth circulation and sufficient seats, including a tabulation of the overall seating capacity
- e. The Tenderer's plans to enhance ventilation, cooling, and lighting to improve overall user comfort, particularly during peak lunch periods
- f. 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
- g. 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
- h. 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
- i. 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.

4.3 Business operations and financial feasibility

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. 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

4.4 Track records and capability

The Tenderer shall submit details of their track record and accreditations received for operating similar uses or concepts over the last 15 years.

5 Price Criteria

Tenderers' Price Proposal will be evaluated as part of the Price evaluation component, which will carry a weightage of 30% under the overall tender evaluation. Tenderers shall submit a monthly tendered bid rent ("**Tendered Bid Price**") for this tender, which would form the monthly rent that the Successful Tenderer shall pay to JTC **for the first term of five (5) years**.

The Tenderer shall note that this Tendered Bid Price:

- a. Shall be in the form of a fixed monthly rent to JTC. It shall not contain any variable rent or "GTO" components payable to JTC.
- b. Shall exclude all applicable GST, service charge and other charges are payable by the Successful Tenderer; and
- c. Shall be a competitive and financially sustainable rent to be paid to JTC for the first term of five (5) years. Tenderers are strongly encouraged to ensure that their Tendered Bid Price is supported by realistic operating assumptions and a sustainable business model, taking into account the proposed concept, projected revenues, operating costs, and long-term viability of the premises.

For the avoidance of doubt, the monthly fixed rent payable by the Successful Tenderer to JTC for the further term of four (4) years after the expiry of the 5-Year Initial Tenancy Term, shall be at a market value determined by JTC.