

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 **Annex-7A** Form of Tender A (Concept Proposal) as the "Concept 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 (Concept Proposal).

Every sheet of the Tenderer's Concept 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 Form of Tender A, at the " <u>Concept 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: <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, Tenderers 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 , Form of Tender A, at the " <u>Concept Proposal Enclosure</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 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; 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. <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> <ul style="list-style-type: none"> 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
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	<p>f. Tenderer's Information for Financial Health in the form prescribed form in Annex-7E of Appendix 7.</p> <p>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.</p> <p>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.</p>
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A3. DECLARATION OF TENDERER'S DEBARMENT STATUS

Tenderers must submit the following documents as attachments to **Annex 7A**, Form of Tender A, at the "Concept Proposal Enclosure". 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. TENDERER'S TRACK RECORD AND EXPERIENCE

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

A4.1	<p>Does the Tenderer have prior experience of owning a hotel/ serviced residence (in the case of the Tenderer being an investor) or operating a hotel/ serviced residence (in the case of the Tenderer being an owner-operator) either in Singapore or overseas?</p> <p>Yes / No (Please choose one)</p> <p>Please list the project details below:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Name of hotel / serviced residence</th> <th style="width: 25%;">Location</th> <th style="width: 25%;">Role (i.e. investor or owner-operator)</th> <th style="width: 20%;">Year(s) involved</th> <th style="width: 25%;">Average yearly occupancy rate</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>					Name of hotel / serviced residence	Location	Role (i.e. investor or owner-operator)	Year(s) involved	Average yearly occupancy rate					
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A4.2 Has the Tenderer received any hospitality-related awards or accreditations from 2015 to 2024?

Yes / No (Please choose one)

If Yes to the above, please list the project details below:

Project Name	Location	Year of Completion	Tenderer's Involvement in Project (e.g. developer, owner, operator)

A4.3 Has the Tenderer sold any of their hospitality developments in Singapore or overseas from 2015 to 2024?

Yes / No (Please choose one)

If Yes to the above, please list the project details below:

Project Name	Location	Year of Transaction

A5. TENDERER'S APPOINTED HOSPITALITY OPERATOR

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

A5.1	<p>Please provide details of the profile and particulars of your appointed hospitality operator for the hotel/serviced residence. If the Tenderer is also the operator for the hotel/serviced residence (as in the case of owner-operated hotel/serviced residences), please provide the corresponding information listed below.</p> <p>The following should be provided:</p> <ul style="list-style-type: none"> (i) Updated copy of Business Profile from the Accounting and Corporate Regulatory Authority (ACRA) of the operator (ii) Names of directors, shareholders, holding company/companies and beneficial owners, including government or state ownership of the operator (iii) Organization chart of operator for this particular hotel/serviced residence at PDD.
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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.

<p>B. TENDERER'S PROPOSAL</p> <p>Tenderers must submit the following documents as attachments to Annex 7A, Form of Tender A, at the “<u>Concept Proposal Enclosure</u>”. Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.</p>	
B1.1	<p><u>Proposed operator brand for PDD</u></p> <p>The proposal should include a detailed description of the proposed operator brand for this hotel/serviced residence at PDD.</p> <ul style="list-style-type: none"> • The Tenderer shall include justifications on why this operator brand is chosen for PDD specifically, and how the brand is well-suited for the target guests and demographics at PDD. The justifications shall be supported with relevant market studies or end-user feedback • Information of this operator brand's unique selling point (USP) compared to other operator brands in the market should be included • The Tenderer shall also include information on the level of commitment provided by their chosen operator, e.g. whether an MOU/ LOI has been signed in respect of this project.
B1.2	<u>Design concept</u>

	<p>The proposal should include:</p> <ul style="list-style-type: none"> • A well-justified proposal for the design and interior fittings to be used in the hotel/serviced residence rooms. The proposal shall be supported by end-user feedback or the Tenderer's past projects of a similar nature <ul style="list-style-type: none"> ○ The interior fittings and furnishings of the rooms should be functional, user-friendly, aesthetically pleasing, and appeal to the hotel/serviced residence's target guests ○ The overall design of the rooms should contribute to a comfortable ambience • A high quality and well justified proposal for the interior design of the common spaces in the development (e.g. lobby, outdoor deck) <ul style="list-style-type: none"> ○ The Tenderer shall propose a space layout plan for the communal areas of the hotel/serviced residence, including details on the use of such spaces ○ The design and the facilities offered should meet the needs of the hotel/serviced residence's target guests. The fittings and furnishings of such common spaces should be aesthetically pleasing and contribute to a comfortable environment • The expected short- and long-stay demand for the development, as well as the proportion of rooms planned for long-stayers. Information about these room types catering to long-stays (e.g. room size, room amenities) should be included. Tenderers who have proposed room types catering to long-stays will be evaluated more favourably than tenderers who have not • A detailed breakdown of the proposed capital expenditure (CAPEX) to fit out the development into a hotel/serviced residence that is fit for operation • An detailed timeline of the fit-out works and an estimated date of the hotel/serviced residence operations commencement <ul style="list-style-type: none"> ○ The proposed timeline should take into account the time required for the necessary authorities' submissions etc.
B1.3	<p><u>Proposal for partnerships and collaborations</u></p> <p>Tenderers are to provide information on their plans to collaborate with other stakeholders in PDD (e.g. companies, associations, university) so as to contribute to the PDD ecosystem. The proposal should include:</p> <ul style="list-style-type: none"> • A clear proposal that outlines the Tenderer's plans to collaborate with other stakeholders in PDD, including SIT, so as to contribute to the PDD ecosystem. The tenderer must minimally offer hospitality-related internships to SIT students. Plans on how such collaborations will be carried out shall be detailed in the proposal.

	<ul style="list-style-type: none"> • Where possible, the tenderer is encouraged to propose initiatives they intend to carry out in collaboration with other PDD stakeholders (e.g. companies or retailers in PDD). These initiatives should be hospitality-related, and may not be limited to joint proof of concepts/ test-bedding with startups or companies in PDD, pilot trials with retailers for new-to-market smart hospitality solutions etc. • Where possible, the tenderer is also encouraged to propose initiatives related to tie-ups, joint events, or commercial partnerships with the retailers and restaurants in Punggol Coast Mall.
B1.4	<p><u>Smart and sustainable hospitality operations</u></p> <p>The proposal should include a holistic proposal that outlines the Tenderer's plans to promote a greener and smarter hotel/serviced residence.</p> <ul style="list-style-type: none"> • The Tenderer shall provide information on their proposed green/ sustainable operational practices in the hotel/serviced residence • The use of smart hospitality initiatives or new-to-market initiatives that can improve guests' experiences or streamline the hotel/serviced residence's resources should be provided in the proposal
B1.5	<p><u>Details of track records and past experience</u></p> <p>The proposal should include:</p> <ul style="list-style-type: none"> • The Tenderer's past experience in working with their selected hospitality operator for PDD, either as a partner or investor, for other hospitality projects in Singapore or overseas. The name of the hospitality project/ development, location of the project and years of partnership should be provided • The Tenderer's past experience in the acquisition of any hospitality-related property or land in Singapore or overseas, including details of how those properties or lands were financed, e.g. via internal funding or debt financing. The project name, location and year of transaction should be provided • The proposed method of financing for this development at PDD, e.g. through internal funding or debt financing <p>The proposal should also contain information on the appointed hospitality operator's track records of:</p>

	<ul style="list-style-type: none">• The existing list of hotel/serviced residence operated by them in Singapore or overseas (if any)• The estimated membership size and reach of their existing hospitality loyalty or rewards programme (if any)
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