

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-1**, 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.

<p>A1. TENDERER'S PARTICULARS Tenderers must submit the following documents as attachments to Annex 7A-1, 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>	
<p>A1.1</p>	<p>Please provide details of the profile and particulars of the Tenderer. 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) (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
<p>A1.2</p>	<p>Where tenderers are a joint venture (JV) or consortium of pre-existing entities or a franchisee, tenders should provide an organisational chart depicting the working relationship/ contributions of the parties involved.</p>

<p>A2. TENDERER'S FINANCIAL STANDING Tenderers must submit the following documents as attachments to Annex 7A-1, 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>	
<p>A2</p>	<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:

	<p>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;</p> <p>b. Declaration of financial solvency in the form prescribed in “Declaration on Solvency” (<i>in Annex-7B of Appendix 7</i>);</p> <p>c. Financial Health Checklist in the prescribed form (<i>in Annex-7D of Appendix 7</i>); and</p> <p>d. Tenderer’s Information for Financial Health in the prescribed form (<i>in Annex-7E of Appendix 7</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-7B of Appendix 7</i>);</p> <p>d. Declaration on unaudited financial statements in the prescribed form (<i>in Annex-7C of Appendix 7</i>);</p> <p>e. Financial Health Checklist in the prescribed form (<i>in Annex-7D of Appendix 7</i>); and</p>
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	<p>f. Tenderer’s Information for Financial Health in the prescribed form (<i>in Annex-7E of Appendix 7</i>).</p> <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 **Annex 7A-1**, 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-1**, 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	<p>Does the Tenderer have any past experience or accreditations from 2019 to 2023 relating to the proposed concept(s) or use(s) at the Premises?</p> <p>Yes / No (Please choose one)</p> <p>If Yes to the above, please list the project details below:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">Project Name</th> <th style="width: 20%;">Address</th> <th style="width: 15%;">Year of Completion</th> <th style="width: 35%;">Tenderer’s Involvement in Project (e.g. Developer, consultant, architect)</th> </tr> </thead> <tbody> <tr> <td style="height: 40px;"></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Project Name	Address	Year of Completion	Tenderer’s Involvement in Project (e.g. Developer, consultant, architect)								
Project Name	Address	Year of Completion	Tenderer’s Involvement in Project (e.g. Developer, consultant, architect)										

A5. DECLARATION OF TENDERER’S COMMITMENT TO FULFIL PROJECT CONDITIONS

Tenderers must submit the following documents as attachments to **Annex 7A-1**, 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	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. Yes / No (Please choose one)
A5.2	The Tenderer commits that all proposed CAPEX works submitted in this Concept Proposal shall be fulfilled at the Premises. Yes / No (Please choose one)
A5.3	The Tenderer commits to comply with the Tenancy Design Guidelines (Annex-4A) should they be the Successful Tenderer. Yes / No (Please choose one)

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 “Concept Proposal Enclosure”. Please attach additional sheet(s) as attachments to this section if the space provided is insufficient.

B1. Business Proposal

B1.1	The business plan shall include: <u>Concept:</u> a) Write-up on the proposed concept(s) and related themes for the parcel(s). The proposed concept(s) should contain interesting and unique offerings that
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	<p>transform Market Village into a go-to destination in the Punggol region. The concept(s) introduced on site should also leverage on the site’s waterfront and park views, and be well-differentiated from offerings typically found in a mall. Introduction of an experiential element that sets the concept apart from other offerings in the market are highly encouraged (e.g. concepts showcasing Singapore’s food and culture, or incorporate significant environmentally sustainable elements). Prospects who are keen on more than one parcel should state their proposed concept for each parcel clearly.</p> <p>b) Regular series of events and/or weekend activities throughout the year to engage the wider public, attract visitors to PDD, and inject vibrancy to the area. 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. Activation of the Colonnade Court for ad-hoc events and activities is highly encouraged and plans to utilise these spaces should be proposed and included as part of the proposal.</p> <p>c) Proper design and space planning of the premises, with details on how the indoor and outdoor areas 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 waterfront and courtyard features on site. The proposed capital expenditure (CAPEX) for fitting out the parcel(s) 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 in order enhance visitors’ experience and/or improve business operations at the premises (e.g. smart retail technologies, automated inventory monitoring, smart sensors, service robotics, automated back-of-house operations such as kitchen robotics and autonomous cooking, integrated digital solutions).</p>
<p>B1.2</p>	<p><u>Business model:</u></p> <p>a) The concept proposed for the Parcel(s), 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>

	<p>(i) The proposed operating expenditure (per month) for each parcel. A detailed breakdown of the operating expenditure (per month) for the Parcel shall be submitted as part of the proposal.</p> <p>(ii) Clear financial projections for each Parcel and the estimated breakeven point.</p> <p>b) 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 PDD.</p>
<p>B1.3</p>	<p><u>Marketing plans:</u></p> <p>There should be targeted and sustained efforts to brand the premises actively throughout the term and draw crowds to Market Village on a regular basis. As part of the proposal, the Tenderer shall submit the following in their proposal:</p> <p>a) Details on the concept’s target market segment(s) and the strategies to reach out to these segment(s), including the use of marketing agencies or strategy partners (if any).</p> <p>b) 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 precinct. A calendar of events outlining the marketing plan for the parcel(s) throughout the term shall be submitted as part of the proposal.</p> <p>c) Details on collaborations or partnerships such as joint-promotions, and/or collaborations to create new concepts and experiences with other tenants or stakeholders within PDD. Discounts or privileges extended to the PDD community (e.g. office workers, hotel guests) are highly encouraged.</p>
<p>B1.4</p>	<p><u>Sustainability plan:</u></p> <p>The Tenderer shall propose sustainable initiatives in various areas of their day-to-day business operations within the premises to contribute to a more sustainable PDD. As part of the proposal, the Tenderer shall outline their proposed initiatives for the Premises in these three areas:</p> <p>a) Operational Processes - Environmentally-friendly/ sustainable operational practices which can help to facilitate green practices on site (e.g. designating spaces to promote recycling/ upcycling within the premises, setting up a green garden within the premises, facilities to segregate waste, implementing</p>

	<p>packaging- or plastic-free retail and dine-in practices, measures for food waste tracking and management).</p> <p>b) Programming - Curate programmes that promote awareness on sustainability (e.g. 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 premises.</p> <p>c) Infrastructural improvements – carbon monitoring and real-time optimization through the provision of smart power meters integrated with an energy management system with a dynamic feedback loop for optimization of air-conditioning, lighting and fans within the premises.</p>
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