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Guidance Notes (“Guidance Notes”)

1 GENERAL REQUESTS

- (a) Applicants are requested to complete the pro-forma PQQ Questionnaire as attached.
- (b) Terms defined in this PQQ Questionnaire shall have the same meaning as in the PQQ.
- (c) Applicants are permitted to add additional lines to the pro-forma tables and boxes set out within the PQQ Questionnaire as required but are not permitted to adjust the headings or questions as they appear.
- (d) The information requested in the PQQ Questionnaire should be submitted in English and where copies of original documents are provided in languages other than English, a complete and accurate English translation must be provided, or the documents will not be considered during the pre-qualification process. In the event of any discrepancy or difference between various languages, the version in the English language will prevail.
- (e) All financial information should be denominated in Euro, except where financial information is being provided in a certified or audited supporting document such as a set of financial statements, in which case it is sufficient for the information to remain in its original currency. Where financial information (such as financial statements) is provided in a foreign currency, the prevailing accounting year end inter-bank exchange rate for the relevant financial year shall be applied to convert the foreign currency values to Euro, as determined using the website www.oanda.com.
- (f) The response to this PQQ Questionnaire should be completed fully and submitted in separate parts and each part should be submitted with its contents clearly marked. Each Part should be fully paginated with an index, annotated and cross-referenced as appropriate.

2 LEAD APPLICANT

The Lead Applicant is the entity whom it is proposed will enter into the contract with the Contracting Authority, if the Applicant is successful. The Lead Applicant will be responsible for information provided in response to the PQQ Questionnaire and the Contracting Authority shall rely on its representations in this regard. The PQQ Questionnaire identifies where questions must be responded to by the Lead Applicant only, and where questions must be responded to by the Lead Applicant on behalf of the whole Consortium.¹

3 MISCELLANEOUS

- (a) Each part of the PQQ Questionnaire must be completed. Do not leave any section blank. If an Applicant considers a Part not relevant, it should be clearly marked “not relevant” and include the reason why this is stated.
- (b) Where the same information is required in respect of more than one question in the Pre-Qualification Questionnaire, it need only be provided once, but its location within

¹ Note to Applicant: where the Applicant is a single entity with no sub-consultants or other Consortium Members, the Lead Applicant and the Applicant will be the same entity. Where the Applicant is a Consortium, the Lead Applicant is the economic operator nominated to liaise with the Contracting Authority. See Part 5 of PQQ Volume 1.

the submission should be noted clearly in all other responses to questions that seek to rely on it.

- (c) Applicants are required to provide all the details that they consider necessary to provide a sufficient response to each question or item set out in the PQQ Questionnaire. **Applicants should not assume that the Contracting Authority has any prior knowledge of them or of their experience or organisation.** It should be noted that the non-provision of any information requested, insufficient detail to adequately explain any part of the response to the PQQ Questionnaire, or any failure to comply with the express provisions of the PQQ or to supply the information sought in the PQQ Questionnaire may be considered grounds for exclusion from the competition.
- (d) Any reference in the PQQ Questionnaire to experience gained within a previous number of years means experience gained in the required period of years prior to the date of publication of the OJEU contract notice for this Competition, unless another date is explicitly stated. In response to Part D of the PQQ Questionnaire, projects awarded under separate contracts should not be aggregated.
- (e) Only one reference project may be used to demonstrate experience. If more than one reference project is provided, the Contracting Authority will evaluate the project that appears first in this PQQ Questionnaire response and other reference projects will be ignored.
- (f) All submissions shall be in the A4 format of this document. **The response to Part D shall be no longer than the word count indicated for each of the sub-criteria listed, (with minimum size ten Arial font).** Applicant should also note that if they exceed the page numbers limit or word counts, only the specified number of pages/words will be reviewed and any information contained in pages/words beyond this will not be reviewed.

PQQ Questionnaire

Part A: Details about the Applicant

Please see the Guidance Notes above for information on how to complete this Part A.

Part A is to be completed by the Lead Applicant on behalf of the Applicant.

Part A will not be evaluated but is necessary for compliance purposes.

1 LEAD APPLICANT

Please provide details of the proposed Lead Applicant

Lead Applicant

Name:	
Address:	
Registered Office (if different):	
Date of establishment:	
Telephone:	
Facsimile:	
Email Address:	

2 APPLICANT'S AUTHORISED REPRESENTATIVE

Please provide details of the Applicant's Authorised Representative.

Name:	
Address:	
Telephone:	
Facsimile:	
Email Address:	

If the Applicant is a Consortium (see A3 below), each Consortium Member must sign this section A2 confirming that the Applicant's Authorised Representative is authorised to provide the information set out in the response to this PQQ Questionnaire on its behalf as set out below.

Confirmation of Applicant's Authorised Representative		
I/We confirm that the Applicant's Authorised Representative named above is authorised to act on behalf of the Applicant of which we are a Consortium Member and that Authorised Representative will be the principal contact for the Applicant in all dealings with the Contracting Authority.		
Consortium Member	Name and Title	Signature

3 STRUCTURE OF THE APPLICANT

Please confirm whether the Applicant is a single bidder or a Consortium.

If the Applicant is a Consortium, the Applicant's Authorised Representative should provide details of the structure proposed by means of an **organisational chart**, clearly indicating the role of each Consortium Member and confirming which Consortium Member is the Lead Applicant.

Single Bidder ☐ **Consortium** ☐

(Please tick as appropriate)

4 LEGAL FORM

Is the Applicant already a limited company or is it intended that it will (if successful) be incorporated?

Already a Limited Company ☐ **Will be Incorporated** ☐

(Please tick as appropriate)

If the Applicant is already incorporated, please provide the following information:

Registered Number:	
Year of Incorporation:	
Issued Share Capital:	
Place of Registration:	
Memorandum of Association / Articles of Association:	

5 CONSORTIUM AGREEMENT

If the Applicant is a Consortium, is there a legal agreement that defines the rights and liabilities of each entity within the Consortium? (Please note this refers to agreements between all entities).

Yes

☐

No

☐

(Please tick as appropriate)

If yes, please provide full details:

6 CONFLICTS OF INTEREST

Please confirm that there are no conflicts of interest or potential conflicts of interest in respect of the Applicant or any Consortium Member and (if applicable) provide details. Applicant are referred to Section 8 (Conflicts of Interest) of the PQQ Vol 1 in this regard.

Any conflict of interest or potential conflict of interest must be fully disclosed in writing to the Contracting Authority as soon as the conflict or potential conflict becomes apparent. Following receipt of such information the Contracting Authority will, in its absolute discretion, decide on the appropriate course of action.

No actual or potential conflict of interest

☐

Actual or potential conflict of interest

☐

(Please tick as appropriate)

If an actual or potential conflict of interest is indicated, please provide full details:

7 RELIANCE ON RESOURCES

Is the Applicant (or any Consortium Member) proposes to rely on the resources of any other entity (a "**Supporting Entity**" (including, for example, but not limited to, reliance on a parent company's resources) for the purposes of proving its financial and/or technical standing (as set out in Part 6 (Reliance on Resources) of PQQ Vol 1?

Yes

☐

No

☐

(Please tick as appropriate)

If yes, the Applicant or Consortium Member must:

- (a) establish to the Contracting Authority's satisfaction that it has available to it the financial and/or technical resources/capacities (as the case may be) necessary to satisfy the financial and/or technical requirements of the PQQ and, by way of a supporting letter from the Supporting Entity to the Contracting Authority confirming that it will make such resources/capacities available if the Applicant or Consortium Member (as the case may be) is successful in this Competition and that it will enter into contractual commitments to this effect if required to do so.
 - ☐ enclose the above-mentioned supporting letter from the Supporting Entity with the PQQ Questionnaire. Please indicate that this is enclosed:
-

PQQ Questionnaire

Part B: Eligibility

Part B is to be completed by the Applicant and each Consortium Member individually.¹

Subject always to the provisions of Regulation 37 of the Concession Regulations, the Contracting Authority **will** treat an Applicant as ineligible, or, at a later date during the competition, disqualify an Applicant if any of the circumstances specified in (a) below apply; and **may**, at its discretion, treat an Applicant as ineligible or, at a later date during the Competition, disqualify an Applicant if any of the circumstances specified in (b) below apply:

- a) The Applicant or any Consortium Member (or member of the administrative, management or supervisory body of the Applicant or Consortium Member, or person who has powers of representation, decision or control thereof) has been the subject of a conviction by final judgment, of which the Contracting Authority is aware, for one or more of the reasons listed at (i) to (vii) below:
 - i. participation in a criminal organisation;
 - ii. corruption;
 - iii. fraud;
 - iv. terrorist offences or offences linked to terrorist activities, or inciting, aiding or abetting or attempting to commit an offence.
 - v. money laundering or terrorist financing; or
 - vi. child labour and other forms of trafficking in human beings'

or the Contracting Authority is aware that the Applicant or Consortium Member is in breach of its obligations relating to the payment of taxes or social security contributions and this breach has been established by a final, binding judicial or administrative decision.

in each case as defined in Regulation 37 of the Concession Regulations. Applicants requiring further details in relation to the above may contact the Contracting Authority.

- b) The Applicant (or any Consortium Member):
 - i. has failed to comply with applicable obligations in the fields of environmental, social and labour law within the meaning of Regulation 29(4) of the Concession Regulations; or
 - ii. is bankrupt or is the subject of insolvency or winding-up proceedings, its assets are being administered by a liquidator or by the court, it has entered into an arrangement with creditors, where he has suspended business activities or is in any analogous situation arising from a similar procedure under national laws and regulations; or
 - iii. the Contracting Authority can demonstrate, by any appropriate means, has been guilty of grave professional misconduct, which renders its integrity questionable; or
 - iv. has entered into agreements with other economic operators aimed at distorting competition, for which the Contracting Authority has sufficiently plausible indications; or

¹ A sworn version of this declaration will be required from an Applicant before it is awarded any Concession Agreement.
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- v. has a conflict of interest within the meaning of Regulation 34 of the Concession Regulations, that cannot be effectively remedied by other, less intrusive, measures; or
- vi. has shown significant or persistent deficiencies in the performance of a prior public contract, which led to early termination of such contract, damages or other comparable sanctions; or
- vii. the Contracting Authority can demonstrate by any appropriate means that the Applicant is in breach of its obligations relating to the payment of taxes or social security contributions, unless the Applicant has fulfilled its obligations by paying, or entering into a binding arrangement with a view to paying, the taxes or social security contributions due, including where applicable, any interest accrued or fines; or
- viii. is guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria, or has withheld such information or is not able to submit the supporting documents required under the Concession Regulations; or
- ix. has undertaken to unduly influence the decision-making process of the Contracting Authority or obtain confidential information that may confer upon it undue advantages in the procurement procedure or has negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.

Each Applicant (and any Consortium Member, in which case the reference to Applicant above shall be read as a reference to each such Consortium Member) must submit this statement to the Contracting Authority advising whether or not any of the circumstances listed above apply to it at the date of the PQQ Submission.

The Contracting Authority reserves the right to require a similar statement from a Supporting Entity. If a Supporting Entity is in one of the situations listed above, the Contracting Authority may require that the Applicant replaces such Supporting Entity with another Supporting Entity to whom the grounds do not apply. In the event that the Supporting Entity cannot be replaced with another Supporting Entity to whom the grounds do not apply (including where the Contracting Authority concludes that to permit such replacement would be contrary to law), the Contracting Authority reserves the right to eliminate the Applicant from the Competition.

Any Applicant or Consortium Member (or, if requested, a Supporting Entity) which is in one of the situations referred to above is invited to provide details of any factors or circumstances which it believes are relevant to the Contracting Authority's assessment of these grounds for exclusion. For example, where an Applicant is in one of the situations referred to above but has taken measures which it believes are sufficient to demonstrate its reliability, such Applicant may provide evidence of such measures to the Contracting Authority for consideration. Applicants should note that, with regard to the situations listed in a) above, the circumstances which the Contracting Authority may take into account before deciding whether or not to exclude an Applicant or Consortium Member are prescribed by law, and Applicants are directed to Regulation 37 of the Concession Regulations in this regard.

Tick as appropriate:

None of the circumstances set out above apply ☐

One or more of the circumstances set out above apply ☐

If any of the circumstances set out above apply, please provide details below:

[•] _____

PQQ Questionnaire

Part C: Financial Standing

Part C(1) is to be provided by:

- (i) the Applicant; and
- (ii) each Consortium Member (where applicable);

OR

- (iii) any Supporting Entity relied upon by the Applicant or a Consortium Member to meet the financial standing requirements below².

Part C(2) is to be provided by the Applicant/each Consortium Member (where applicable) AND any Supporting Entity relied upon by the Applicant or a Consortium Member to meet the financial standing requirements.

1 FINANCIAL STANDING

Each Applicant and (where applicable) each Consortium Member (or any Supporting Entity relied upon to meet the requirements of this Part) must:

- 1.1 pass a financial robustness assessment. In order to do this, the entity in question is required to demonstrate profitability and cash generation sufficient to service their debt obligations (if any) and other liabilities and to generate sufficient working capital to undertake the services that are the subject of the Concession Agreement being procured; and
- 1.2 demonstrate that it achieved a minimum turnover of €14 million in each of its last 3 financial years.

In order to demonstrate that both of the above requirements are satisfied, each Applicant and (where applicable) each Consortium Member (or a Supporting Entity relied upon to meet these financial requirements) should provide the following:

- (a) Copies of the full audited financial statements for the last three financial years including all of the notes to the financial statements (including Balance Sheets, Profit & Loss and Cash Flow Statements). The latest set of such audited financial statements should be for an accounting period ending no earlier than twelve months before the date of submission of the completed PQQ Questionnaire with an explanation if such statements are unavailable. The audited financial statements must show a clean audit opinion i.e. no going concern qualification. Should the auditor's report contain other statements regarding their findings, including an emphasis of matter, then the Contracting Authority will take this into account in its consideration of financial robustness.

Where the most recent audited financial statements have not been filed with the companies registration office in Ireland (or its equivalent outside Ireland) within the statutory filing period and remain unsigned by an auditor, the draft financial statements for that period must be provided with a reasonable and comprehensive explanation as to why such accounts remain unsigned. The Contracting Authority

² If the Applicant or a Consortium Member relies on a Supporting Entity to meet the financial standing requirements, the Applicant or Consortium Member (as the case may be) is not also required to provide the financial information sought in this Part.
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may, at its absolute discretion, elect to accept such unsigned accounts. Where the most recent annual financial statements remain unsigned, draft financial statements for the last year should be provided in addition to the signed audited financial statements for the three previous financial years.

- (b) A copy of current (must be issued within the last 3 months) Credit Rating Report issued by a recognised Credit Rating Agency. Reference letters from banks or other financial institutions are not acceptable.

The Credit Rating Report will be reviewed to confirm that it has been issued by a recognised Credit Rating Agency within the previous three months. The evaluation panel will assess the report as part of the assessment of the Applicant's financial robustness under 1.1 above. Where the report identifies significant financial risk, the Contracting Authority reserves the right to seek additional information or clarification before determining the Applicant's suitability.

As part of the financial robustness assessment referred to at 1.1 above each Applicant and (where applicable) each Consortium Member (or a Supporting Entity relied upon to meet the above financial requirements) should also provide the following:

- (c) A statement of any material outstanding judgments against or court orders affecting the entity in question or material pending or threatened litigation or other legal proceedings for which specific provision has not been made within the latest set of audited accounts or confirmation that no such judgments, court orders, litigation or proceedings are outstanding, pending or threatened.
- (d) A description of any material pending or threatened tax or other regulatory investigations into the affairs of the entity or confirmation that no such investigations are pending or threatened.

2 INSURANCE

Each Applicant and (where applicable) each Consortium Member (or any Supporting Entity relied upon to meet financial or technical requirements of this PQQ) must provide a broker's letter confirming that it has the ability to secure the following minimum insurance levels if it is awarded the Concession Contract pursuant to this Competition:

Insurance Type	Minimum Cover
Employers Liability	€13 million with specific indemnity to daa plc any one occurrence / each and every claim basis
Public & Product Liability	€6.5 million Public on an any one occurrence basis and Product on the annual aggregate. Daa to be noted as a co-insured with cross liabilities clause to apply Insurance is to be placed with reputable insurers or underwriters with a minimum of BBB+ or similar rating to be approved of by daa
Property	To provide adequate cover for own property and fixtures/ fittings etc. To note requirement to indemnify daa in respect of its Excess on daa's building / property policy. Currently this Excess is

	€250,000
The successful tenderer will be obliged to indemnify daa against any contractors or sub-contractors works carried out on behalf of the tenderer at the Airport.	

Confirm broker's letter has been provided.

Please confirm if an application for any type of insurance cover by the Applicant has ever been refused.

Tick as appropriate:

Application for any type of insurance has not been refused ☐

Application for any type of insurance has been refused ☐

If any type of insurance has been refused, please provide details below:

Applicant must also provide details of any insurance claims made against the Applicant (or any entity comprising the Applicant) in connection with providing similar services within the past five years (or in the process of being determined in the last five years), and where the Applicant (or any entity comprising the Applicant) has been found to have caused or contributed (through act or omission) to the relevant act or acts which gave rise to the claim. Where that is the case, please provide details of the mitigating measures put in place since that incident to ensure against future events.

PQQ Questionnaire

Part D: Technical Ability

Part D is to be completed by the Lead Applicant on behalf of the Applicant and any Supporting Entities.

With reference to Part 3 of PQQ Vol 1 (Requirements), Applicants must demonstrate relevant experience in the development, delivery, and operation of successful **Foodvenience offering** of a comparable scale, complexity and operational profile as that which is the subject of this Competition. Applicants are to demonstrate such experience by submitting information on **one Reference Project** below.

Please use Arial font size 10 and **do not exceed the specified word count for each sub-criterion**. Any wording in excess of the word count will not be evaluated.

Please also do not cross-reference between sections to these sub-criteria; each section will be evaluated on its own merits and evaluators will not have regard to one section when evaluating another section.

Reference Project

The Reference Project should clearly describe a **Foodvenience offering** that it has developed and operated within the last seven years and that demonstrates an Applicant's capability across customer proposition, quality, customer experience, operational efficiency, commercial performance, and project delivery. Particular emphasis should be placed on demonstrating how the customer experience presented is directly relevant to the requirements of the Atrium site.

Name of entity contracted to for Reference Project:	<i>[insert response]</i>
Dates of operation of Reference Project:	<i>[insert response]</i>
Location of premises:	<i>[insert response]</i>
Name, title, email, phone number and role of the referee for the Reference Project who may be contacted to verify the information provided:	<i>[insert response]</i>

A Design and Project Management

In relation to the Reference Project, please demonstrate your proven experience of designing and managing a project of similar scale to the requirements as set out in Vol.1.

The response must include evidence of the following:

- design and delivery of a high-quality Foodvenience environment including concept development and execution that balances on the go convenience with opportunities to pause and recharge
- effective use of layout, flow, and spatial planning to support intuitive navigation and customer movement
- use of seating, ambience, and material finishes to enhance overall customer experience and comfort
- design approaches that support strong product visibility, brand expression, and commercial performance
- successful delivery of a project in line with agreed programmes
- achievement of high levels of client satisfaction, supported by feedback or performance indicators

Word limit for response below: 6,000 words

[insert response here]

B. Brand Proposition

In relation to the Reference Project, please demonstrate your proven experience of developing a Foodvenience brand within a high-footfall, time-pressured environment.

The response should evidence how the proposed brand aligns with established Foodvenience industry dynamics, where customers rely on familiar and trusted brands as decision shortcuts.

The response must include evidence of the following:

- brand recognition and trust (as signals of quality)
- effective in-store execution, including visibility, signage, clarity of offer
- clear brand differentiation within the Foodvenience category
- commercial impact of the customer and brand proposition, including conversion, repeat purchasing, and customer loyalty

Word limit for response below: 9,000 words

[insert response here]

C. Customer Experience & Commercial Performance

In relation to the Reference Project, please demonstrate your proven experience of delivering an industry-led, fast and frictionless customer Foodvenience experience, supported by robust, integrated, and data-driven operational systems that drives commercial return.

The response must include evidence of the following:

- delivery of fresh, well-prepared products at scale that maintain consistent quality and provide choice across all dayparts
- intuitive product placement and visibility to support fast, low effort purchasing decisions
- maintenance of consistent quality and service standards across full trading windows
- use of technology platforms to optimise range, availability, and performance
- high-speed service models that support efficient customer throughput and minimise queues in high-footfall, time-pressured environments
- clear and effective pricing strategies, including value perception, competitiveness, use of bundling, promotions and product positioning to drive basket size
- commercial & customer experience performance as evidenced by inclusion of year-on-year growth of the following key metrics including revenue per sqm, average transaction value (ATV), conversion rates, penetration rates and relevant Customer Satisfaction metrics. Higher scores will be awarded to bidders who demonstrate sustained growth across the majority of KPIs

Word limit for response below: 12,000 words

[insert response here]

D. Lifecycle Management

In relation to the Reference Project, please demonstrate how you have *evolved* a Foodvenience offering in response to changing customer needs and market trends to ensure commercial growth.

The response must include evidence of the following:

- how customer behaviour and trends influenced the evolution of the proposition;
- the specific changes you implemented;
- how these changes improved the customer experience;
- the commercial impact, supported by measurable outcomes;
- how you ensured the changes were sustainable and scalable over time;

Page limit for response below: 6,000 words

Technical Criteria

Each of the above sub-criteria (A-D) shall be scored initially out of 5 using the following matrix

Mark	Response	Meaning
5	Excellent	An extremely comprehensive, detailed, convincing and relevant response to the specified requirement which provides very strong assurance that the Applicant will meet that requirement to an excellent standard.
4	Very Good	A very good response to the specified requirement which provides assurance that the Applicant will deliver that requirement to a high standard, but not sufficiently comprehensive, detailed, convincing and relevant to warrant a higher mark.
3	Good	A good response to the specified requirement which provides assurance that the Applicant will deliver that requirement to a good standard, but not sufficiently comprehensive, detailed, convincing and relevant to warrant a higher mark.
2	Unsatisfactory	An unsatisfactory response to the specified requirement which gives rise to serious reservations about the standard of delivery of that requirement. Not comprehensive, detailed, convincing and lacking relevance,
1	Poor	A poor and unacceptable response to the specified requirement which gives rise to very serious reservations about the standard of delivery of that requirement. Fundamental weaknesses or inadequacies exist such that there is a high risk of non-delivery of the requirement.

The above sub-criteria (A-D) are weighted as follows:

Sub-Criterion	Initial Marks	Weighting	Total Weighted Marks Available	Minimum Mark required (out of Total Weighted Marks Available)
A. Design and Project Management	0-5	3	15	9
B. Brand Proposition	0-5	6	30	18
C. Customer Experience & Commercial Performance	0-5	8	40	24
D. Lifecycle Management	0-5	3	15	9
Total			100	

PLEASE NOTE: For each sub-criterion, a minimum of 3 marks out of 5 (i.e 9 weighted marks out of 15 for sub-criteria A, 18 weighted marks out of 30 for sub-criteria B, 24 weighted marks out of 40 for sub-criteria C and 9 weighted marks out of 15 for sub-criteria D) is required to pass. If the minimum mark for any sub-criterion is not achieved the Applicant will be eliminated from the Competition.

PQQ Questionnaire

Part E: Confirmation

Part E is to be completed by the Lead Applicant on behalf of the Applicant (and any Consortium Members and Supporting Entities).

Part E will not be evaluated but is necessary for compliance purposes.

We confirm that the representative named in Part A2 (Applicant's Authorised Representative) of this PQQ Questionnaire is authorised to act as agent and principal contact for the Applicant in dealings with the Contracting Authority in relation to this Competition.

We confirm that the replies to the PQQ Questionnaire are true, accurate and valid as to their content.

We understand and accept that the provision of false or misleading information or the omission of information could result in the exclusion of the Applicant from the bidding process or rejection of our bid.

We confirm that we agree to and accept the requirements, terms and conditions set out in the PQQ and the PQQ Questionnaire.

We will provide sworn declaration(s) of Part B (Eligibility) if we are successful in this Competition.

Signed:

Signature

Name

Title

**On behalf of:
Applicant**

Date:

