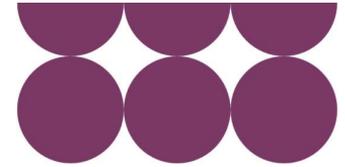


Public

March 2026

Early Competition Tender Process

Appendix B: Pre-Qualification Questionnaire



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Introduction

The objective of the Pre-qualification (PQ) stage is to determine which Bidders are to become Qualifying Bidders, based on their financial standing, experience and capability to deliver the Qualifying Project.

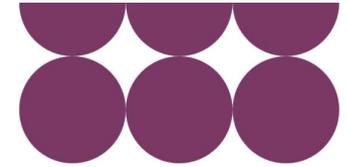
Bidders are required to complete this Pre-qualification Questionnaire (PQQ), which covers the following subject areas:

- **Bidder information:** outline the structure of the Bidder, its members, their roles, and identify any grounds for mandatory or discretionary exclusion
- **Financial standing:** demonstrate that the Bidder has sufficient financial strength to deliver an infrastructure development of the nature and scale of the Qualifying Project
- **Experience of raising and holding finance:** provide evidence that the Bidder has experience of investing in, and raising debt for, infrastructure projects of a nature and scale similar to the Qualifying Project
- **Technical capability:** provide evidence that the Bidder possesses a technical understanding of the Qualifying Project and experience relevant to its technical delivery (including Preliminary Works, construction, and operation and maintenance)

Questions in this PQQ are either 'for information only' or will be assessed on a 'Pass/Fail' basis. If a Bidder receives a 'Fail' on any question, this may result in them being disqualified from further participation in the early-model competitive tender process for the Qualifying Project. Further, a failure to provide the information requested by any question – including those which are 'for information only' – will result in a 'Fail', unless the information cannot be provided because the relevant entity is not yet incorporated, or has not been trading for the required length of time (in which case this should be stated by the Bidder in their response). Only the criteria which a Bidder must satisfy to pass a question are outlined; Bidders are to interpret this to mean that if they do not meet these minimum requirements, then they will fail that question.

If at any point during the early-model competitive tender process the Delivery Body becomes aware that a Bidder has failed to disclose any mandatory or discretionary grounds for exclusion, or that there are other events of disqualification (see Question 1.6 of this PQQ and Schedule 9 of the Tender Regulations¹), then that Bidder will be disqualified from the tender process. This applies to Bidders, Qualifying Bidders, Provisional Preferred Bidders, Preferred Bidders, Reserve Bidders or Successful Bidders, as the case may be.

¹ The Electricity (Early-Model Competitive Tenders for Onshore Transmission Licences) Regulations 2025 (the 'Tender Regulations').



Public

Furthermore, Bidders (including Qualifying Bidders, Provisional Preferred Bidders, Preferred Bidders, Reserve Bidders or Successful Bidders) must immediately notify the Delivery Body of any changes to their circumstances arising following the submission of their PQQ response, where such changes mean that any of the following apply:

- Information submitted by the Bidder at the PQ stage is no longer correct or accurate
- The Bidder's ability to design, construct and/or operate the Qualifying Project has materially deteriorated
- The Delivery Body's decision on the Bidder's suitability to be a Qualifying Bidder, Provisional Preferred Bidder, Preferred Bidder, Reserve Bidder or Successful Bidder is reasonably likely to be influenced

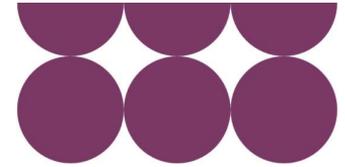
The Delivery Body reserves the right to reconsider the matters evaluated at the PQ stage and revisit the Bidder's status in response to any such changes in Bidder circumstance. This may result in the Bidder being disqualified from the tender process.

Definitions

Where the term 'Equivalent Regime' is used in this PQQ in reference to case studies, this means the following list of regimes:

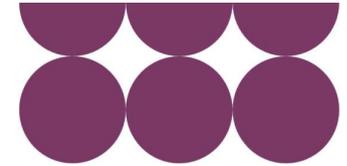
- All countries in the European Economic Area (EEA)
- Switzerland
- United States
- Canada
- Australia
- New Zealand
- Singapore
- Hong Kong
- Japan
- Republic of Korea

Unless otherwise stated, Bidders can provide case studies of projects located in the UK or any of the above-listed 'Equivalent Regime' countries.

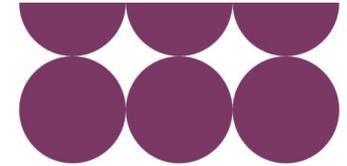


Question 1. Bidder information

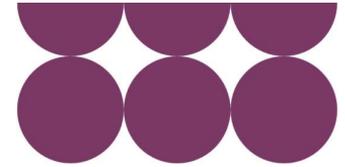
PQQ 1		
Bidder information		
Question number	Description	Pass
1.1. Bidder details	<p>The Bidder is to confirm their name and whether the Bidder is a Sole Bidder or a Bidder Group. If the Bidder is a Bidder Group, the Lead Party of the Bidder Group is to be identified (see the defined terms in XXXXX for the definition of the 'Lead Party').</p> <p>The following details are to be provided for the Sole Bidder or for each Bidder Group Member:</p> <ul style="list-style-type: none"> • Company name • Company registration number • VAT registration number • Registered office address • Date of registration in country of establishment • Place of incorporation • Trading status 	Not applicable – this question is for information only. However, failure to provide any of the requested information may result in Bidders being disqualified from the tender process.
1.2. Ownership and control	<p>A corporate ownership chart is to be provided for the Sole Bidder or for each Bidder Group Member showing the relationship to their immediate Parent Company and Ultimate Controller. If the Sole Bidder or any Bidder Group Member does not have a Parent Company or Ultimate Controller, then Bidders should state in their response that this question is not applicable to this party.</p> <p>The Sole Bidder or each Bidder Group Member is required to list the names, percentage shareholding and date of reported shareholding (within the last 30 calendar days from the PQQ issue date) of the five largest shareholders (or of all shareholders if there are less than five shareholders).</p>	
1.3. Licences	<p>Provide details of any licences issued by Ofgem that have been held by the Sole Bidder or any Bidder Group Member, either directly or by a Parent Company or Ultimate Controller.</p> <p>If no Ofgem-issued licences have been held by the Sole Bidder or Bidder Group Member, state this in the response.</p>	



PQQ 1		
Bidder information		
Question number	Description	Pass
1.4. Roles	<p>If the Bidder is a Bidder Group, the role of each Bidder Group Member is to be identified. The Bidder Group Member responsible for fulfilling each of the following key roles must be made clear:</p> <ul style="list-style-type: none"> • Lead Construction Contractor • Qualifying Equity Investor(s) • Non-qualifying Equity Investor(s) (if applicable) <p>If the Lead Construction Contractor is a joint venture (JV), all of the JV parties are to be identified, in addition to the proportion of interest held in the JV by each member party.</p> <p>If the Bidder is a Sole Bidder, the Sole Bidder is assumed to fill all roles.</p> <p>The Bidder is also required to set out the proposed shareholding structure in the Bidder Group, identifying and describing the role of each Qualifying Equity Investor and Non-qualifying Equity Investor.</p> <p>In addition, Bidders are to identify any Supporting Organisation(s) they propose to rely on to satisfy any of the Pass criteria in this PQQ.</p> <p>Bidders should provide a Letter of Intent or a Memorandum of Understanding as evidence to demonstrate commitment and alignment with the proposed partnership or consortium structure.</p>	
1.5. Supporting Organisation – Planning and Consenting Specialist	<p>Describe the basis on which a Planning and Consenting Specialist has been secured by the Bidder. Bidders must provide a copy of an executed engagement letter or contract with their appointed Planning and Consenting Specialist as evidence of their support on the activities to be undertaken during for the Preliminary Works phase.</p>	
1.6. Grounds for exclusion	<p>Confirm whether any of the following situations currently apply, or have applied at any time within the three years prior to the date of issue of this PQQ, to the Sole Bidder or to any Bidder Group Member, including any party of the Lead Construction Contractor if this is a JV:</p> <ul style="list-style-type: none"> • Conviction of any individuals employed by the Sole Bidder or any Bidder Group Member for criminal activity, corruption, fraud, terrorism, money laundering or child labour 	None of the listed situations currently apply, or have applied in the three years prior to the date of issue of this PQQ, to the

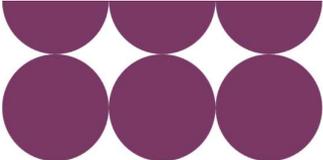


PQQ 1		
Bidder information		
Question number	Description	Pass
	<ul style="list-style-type: none"> Breach of tax obligations, environmental obligations, social obligations, import obligations or labour law obligations Bankruptcy, insolvency, winding up proceedings, asset administration by a liquidator or court, arrangement with creditors, suspension of business activities, or any analogous situation under the laws and regulations of any state Distortion of competition/role in the procurement process Deficiencies in performance in a prior contract Subject to UK/EU sanctions Breach of a non-disclosure agreement (NDA) <p>If any of the above apply to the Sole Bidder or to any Bidder Group Member, evidence must be provided of the measures taken by that party to 'self-clean'. This must include, as a minimum, that the party concerned has:</p> <ul style="list-style-type: none"> Paid or undertaken to pay compensation in respect of any damage caused by the criminal offence or misconduct Clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authority or authorities Taken concrete technical, organisational and personnel measures that are adequate to prevent further criminal offences or misconduct 	<p>Sole Bidder or any Bidder Group Member.</p> <p>Where any of the situations do apply or have applied to the Sole Bidder or any Bidder Group Member, the Delivery Body considers that evidence has been provided of adequate 'self-clean', at least to the minimum requirements specified in the question.</p>



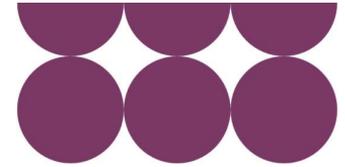
Question 2. Financial standing – general

PQQ 2		
Financial standing – general		
General instructions		
<p>Question 2 is relevant to the following Bidder Group Members only, or to the Sole Bidder if the Bidder will be a single incorporated entity:</p> <ul style="list-style-type: none"> • Qualifying Equity Investor(s) • Non-qualifying Equity Investor(s) • Lead Construction Contractor <p>Responses are therefore to be provided for each of the above-listed parties. Furthermore, if the Lead Construction Contractor is a JV, or similar arrangement, then a response is required for each party within the JV, or similar arrangement.</p>		
Question number	Description	Pass
2.1. Annual accounts	<p>Bidders are to provide copies of the consolidated audited financial statements, for each of the parties listed in the general instructions to this question, for the past three financial years, including auditor's opinions, and any interim financial statements for partial periods that have become available since the most recent annual audited financial statements were released. Where the last annual financial statements are unsigned, draft accounts for that year are to be provided.</p> <p>The auditor report in the most recent accounts must contain an unmodified auditor opinion.</p> <p>If any party falls below the audit threshold, this should be stated, and the full unaudited financial statements for the past three financial years be provided, as well as any interim financial statements for partial periods issued since the latest annual financial statements were released.</p> <p>If audited financial accounts are not available, a statement of balance sheet and net assets for the most recent three years of trading should be provided.</p> <p>Financial statements and supporting information must be provided in English. If the original documents are not in English, Bidders must provide copies of the originals and a certified translation into English.</p>	<p>Not applicable – this question is for information only. However, failure to provide any of the requested information may result in Bidders being disqualified from the tender process.</p>



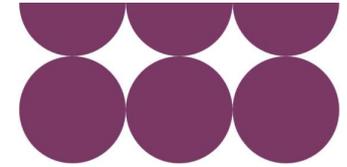
PQQ 2		
Financial standing – general		
2.2. Post-financial statement events	<p>Since the date of approval of the last financial statements, for each party named in the general instructions to this question, confirm whether there has been any:</p> <ul style="list-style-type: none">• Material adverse change in the financial or trading position of the relevant entity• Other material post-balance sheet event that would require adjustment or disclosure in accordance with the provisions of International Accounting Standards• Material contingent liability or loss• Material tax or regulatory investigations or any tax litigation or proceedings• Material litigations or legal proceedings <p>If any of the above apply to any of the relevant parties, provide details of the relevant changes and/or events, explain whether there may be a material adverse impact on the overall financial performance of the respective entity, and describe what mitigation measures have been put in place to ensure that this does not affect the Bidder's financial standing.</p>	<p>The Bidder has provided all the information requested by the question.</p> <p>The Delivery Body considers that, based on the information disclosed, the Bidder's ability to deliver a project of the nature and scale of the Qualifying Project would not be impaired and/or there are mitigating circumstances and/or the Bidder's financial and trading position is not, or is not likely to be, significantly affected.</p>

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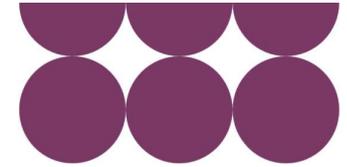
Question 3. Financial standing – sources of funding

PQQ 3		
Financial Standing – sources of funding		
Question number	Description	Pass
<p>3.1. Net Assets/Assets Under Management threshold</p>	<p>Bidders must demonstrate that each Qualifying Equity Investor has sufficient financial capacity to fund its proposed equity shareholding in the Qualifying Project. The response should include:</p> <ul style="list-style-type: none"> For each Direct Investor: evidence that Net Assets for each of the three most recent financial years prior to date of issue of this PQQ are at least three times their proposed equity shareholding in the Qualifying Project For each Managed Funds: evidence that Assets Under Management (AUM) for each of the three most recent financial years prior to date of issue of this PQQ are least five times their proposed equity shareholding in the Qualifying Project <p>Bidders are to provide all workings and specify where the relevant information is located in the accounts submitted in response to Question 2.1 of this PQQ.</p> <p>If a Bidder is relying on the financial standing of its Parent Company, the Bidder must provide formal evidence of support from the Parent Company. This evidence should take the form of a Letter of Support issued by the Parent Company, confirming its commitment to provide financial backing and resources as necessary to ensure the Bidder's ability to deliver the Qualifying Project.</p> <p>Managed funds must provide a certificate from a duly authorised representative confirming that the proposed investment meets the fund's investment criteria, and that sufficient financing capacity is available, supported by evidence of committed funds and any on-going fundraising.</p> <p>If the audited accounts are not in GBP, screenshots from reputable sources, for example, Bloomberg or Eikon, are to be provided to evidence the exchange rate used to convert the values stated into GBP. The exchange rate applied must correspond to the Bidder's financial year-end date and align with the same financial year as the Net Asset/AUM figures provided. The rate used should reflect the official closing day exchange rate published. Bidders must:</p> <ul style="list-style-type: none"> State the original currency Provide screenshots of the exchange rates used Cite the source of the exchange rates Show the calculation used to convert the Net Assets amounts into GBP equivalent 	<p>The Bidder has provided all the information requested by the question and has submitted credible evidence demonstrating that the total value of Net Assets and/or Assets Under Management of each Qualifying Equity Investor is equal to or greater than the thresholds specified in the question.</p>



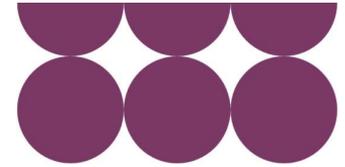
PQQ 3 Financial Standing – sources of funding		
Question number	Description	Pass
3.2 Financial arrangement for the Preliminary Works phase	<p>Bidders are to confirm, with appropriate supporting evidence, that sufficient sources of financing will be available to them to meet the proposed financing commitment during the Preliminary Works phase of the Qualifying Project. The response should include:</p> <ul style="list-style-type: none"> Confirmation of the availability of funds to support the proposed investment For Direct Investors: evidence of available financing sources (for example, cash reserves, committed credit lines) For Managed Funds: confirmation of investor commitments and details of any on-going fundraising activities Any supporting documentation that demonstrates the availability and reliability of these financing sources 	<p>The Bidder has provided clear confirmation that credible sources of finance will be available to them to meet the proposed investment commitment of [to be updated tender by tender] during the Preliminary Works phase as defined by NESO in the tender documentation.</p> <p>The response is supported by reliable evidence, such as:</p> <ul style="list-style-type: none"> For Direct Investors: letters confirming availability of funds For Managed Funds: certification or letter from an authorised representative confirming investor commitments and any on-going fundraising details

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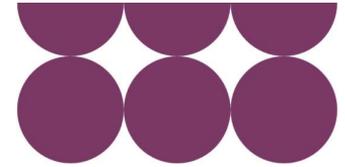


Question 4. Financial standing – Lead Construction Contractor

PQQ 4		
Financial standing – Lead Construction Contractor		
General instructions		
<p>This question is relevant to the Lead Construction Contractor only. If the Lead Construction Contractor is a JV, or similar arrangement, then responses are to be provided for each party within the JV, or similar arrangement.</p>		
Question number	Description	Pass
4.1. Weighted annual turnover	<p>Bidders are to provide the annual turnover for the Lead Construction Contractor or each member of the construction JV or similar arrangement for each of the three most recent financial years, including all workings. Details of where the relevant information is located in the accounts submitted in response to Question 2.1 of this PQQ are to be given.</p> <p>Bidders must demonstrate that the Lead Construction Contractor’s annual turnover or the cumulative weighted annual turnover of the Lead Construction Contractor JV, or similar arrangement, is equal to or greater than 200% of the Qualifying Project value divided by the construction duration years in each of the three previous financial years. The way in which weighted annual turnover should be calculated is set out in the formula below.</p> $\begin{aligned} \text{Weighted Average Annual Turnover} \\ = \text{Turnover of Lead Construction Contractor party A} * \frac{\text{Lead Construction Contractor A Shareholding}}{\text{Total Share Held by Lead Construction Contractor}} \\ + \text{Turnover of Lead Construction Contractor party B} * \frac{\text{Lead Construction Contractor B Shareholding}}{\text{Total Share Held by Lead Construction Contractor}} \end{aligned}$ <p>If the Lead Construction Contractor is a JV, or similar arrangement, the combined annual turnover of all parties will be considered for meeting the required threshold. Each party must provide evidence of the annual turnover proportionate to its proposed shareholding in the JV or similar arrangement.</p> <p>If Bidders cannot demonstrate that the turnover of the Lead Construction Contractor meets the threshold of being equal to or greater than 200% of the Qualifying Project value divided by the construction duration in any of the last three years, a written statement must be provided explaining how the Bidder can adequately manage the delivery of a project of the nature and scale of the Qualifying Project. This may take account of the size, resource capacity and strength of the supply chain of the Lead Construction Contractor relative to their proposed role in the Qualifying Project. The statement should be supported by specific examples which evidence the Lead Construction Contractor’s management of projects of a similar nature and scale in the past.</p>	<p>The Bidder has provided all the information requested by the question and has evidenced that the annual turnover of all relevant parties (weighted for a Lead Construction Contractor JV or similar arrangement) is equal to or greater than the threshold specified in the question.</p> <p>Where the annual turnover threshold (weighted for a Lead Construction Contractor JV or similar arrangement) is not met by the Lead Construction Contractor, the Delivery Body considers that evidence has been provided which demonstrates their ability to deliver a project of the nature and scale of the Qualifying Project.</p>

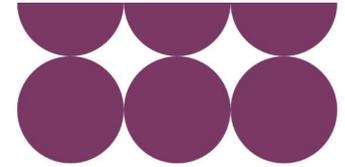


PQQ 4		
Financial standing – Lead Construction Contractor		
	<p>If the audited accounts are not in GBP, screenshots from reputable sources, for example, Bloomberg or Eikon, are to be provided to evidence the exchange rate used to convert the values stated into GBP. The exchange rate applied must correspond to the Bidder's financial year-end date and align with the same financial year as the annual turnover figures provided. The rate used should reflect the official average exchange rate published for that financial year. Bidders must:</p> <ul style="list-style-type: none"> • State the original currency • Provide screenshots of the exchange rates used • Cite the source of the exchange rates • Show the calculation used to convert the annual turnover amounts into GBP equivalent <p>If the Lead Construction Contractor is relying on the financial standing of its Parent Company, the Bidder must provide formal evidence of support from the Parent Company. This evidence should take the form of a Letter of Support issued by the Parent Company, confirming its commitment to provide financial backing and resources as necessary to ensure the Lead Construction Contractor's ability to deliver the Qualifying Project.</p>	
4.2. EBITDA	<p>The earnings before interest, taxation, depreciation and amortisation (EBITDA) for the Lead Construction Contractor for each of the three most recent financial years, is to be provided, including all workings. Details of where the relevant information is located in the provided accounts are to be given.</p> <p>Bidders must demonstrate that the EBITDA for the Lead Construction Contractor, or all member parties if the Lead Construction Contractor is a JV, or similar arrangement, is positive in each of the three financial years prior to the date of issue of this PQQ.</p> <p>Where the Lead Construction Contractor is relying on the financial standing of its Parent Company, the Bidder must provide formal evidence of support from the Parent Company. This evidence should take the form of a Letter of Support issued by the Parent Company, confirming its commitment to provide financial backing and resources as necessary to ensure the Lead Construction Contractor's ability to perform under the contract.</p> <p>If the audited accounts are not in GBP, screenshots from reputable sources, for example, Bloomberg or Eikon, are to be provided to evidence the exchange rate used to convert the values stated into GBP. The exchange rate applied must correspond to the Bidder's financial year-end date and align with the same financial year as the annual turnover figures provided. The rate used should reflect the official average exchange rate published for that financial year. Bidders must:</p> <ul style="list-style-type: none"> • State the original currency 	<p>The Bidder has provided all of the information requested by the question and has evidenced that the EBITDA of all relevant parties has been positive in the three years prior to the date of issue of this PQQ.</p> <p>Where EBITDA for any relevant party has not been positive in any of the three years prior to the date of issue of this PQQ, the Delivery Body considers that evidence has been provided which demonstrates that this will not affect their ability to deliver a project of the nature and scale of the Qualifying Project and/or there are mitigating circumstances</p>



PQQ 4	
Financial standing – Lead Construction Contractor	
<ul style="list-style-type: none">• Provide screenshots of the exchange rates used• Cite the source of the exchange rates• Show the calculation used to convert the annual turnover amounts into GBP equivalent <p>If EBIDTA is negative for any of the three financial years prior to date of issue of this PQQ for the Lead Construction Contractor, or any member party if the Lead Construction Contractor is a JV, Bidders must provide a written statement, with accompanying supporting information, explaining as a minimum whether:</p> <ul style="list-style-type: none">• Not meeting the threshold is indicative of persistent poor financial and/or trading performance• There are reasonable mitigating circumstances and/or that appropriate rectification action has been taken• The underlying reason for not meeting the threshold could affect the Lead Construction Contractor’s financial or trading position and its ability to undertake and manage a project of the nature and scale the Qualifying Project <p>The statement should also describe the way in which the Bidder plans to reduce the financial and delivery risk (including the provision of any credit support arrangements on which the Bidder proposes to rely).</p>	<p>and/or it does not, or is not likely to, have a significant effect on the financial and trading position of the Bidder.</p>

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Question 5. Experience of raising finance

PQQ 5

Experience of raising finance

General instructions

Bidders are to provide evidence of the experience of their Qualifying Equity Investor(s) in raising finance for relevant infrastructure projects*. **The page limit for each case study is three A4 pages, in Arial font of minimum font size 10.** Bidders are required to provide the following general information for each case study:

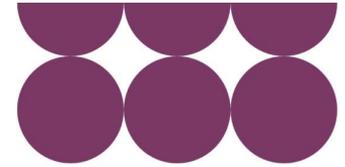
- Project name
- Client name
- Project location
- Start and end date
- Referee details (name, position, email address and phone number)

Bidders are required in each case study to describe the following information, where applicable:

- A brief description of scope and complexity
- Date of financial close
- Confirmation of financial close (for example, a press release)
- Total project cost and capital structure (debt/equity split)
- The proportion of equity held by the Qualifying Equity Investor in the project company or equivalent vehicle responsible for delivering the example project
- Key lenders or financing institutions involved
- Type of financing (for example, project finance, Public Private Partnership (PPP))

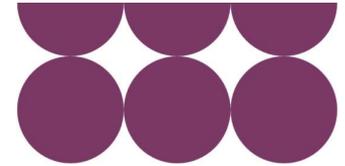
*** Note that 'relevant infrastructure projects' are only those that satisfy all of the following criteria:**

- Projects located in the United Kingdom or Equivalent Regime
- The project was sited on greenfield land (in other words, previously un-developed land)
- The project reached the operational phase
- The project reached financial close on project finance basis within the last ten years
- Projects with construction value over 50% of the Qualifying Project CAPEX



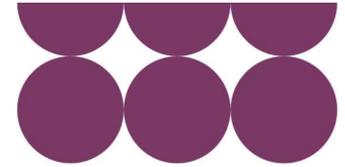
Public

PQQ 5		
Experience of raising finance		
Further, to be a relevant project, the Qualifying Equity Investor must have had a minimum 20% participation, interest or shareholding in the project company or equivalent vehicle that carried out the project.		
Question number	Description	Pass
5.1. Raising debt finance	<p>Provide details of at least one Qualifying Equity Investor's experience in raising debt finance. Provide case studies for at least two relevant infrastructure projects (as defined in the general instructions to this question). Note that this could be two examples from one Qualifying Equity Investor or one example each from two Qualifying Equity Investors.</p> <p>Responses should detail (to the extent relevant to the example project):</p> <ul style="list-style-type: none"> • The way in which financing plans were developed and implemented to ensure that the terms and price of debt for the project were competitive and offered on-market terms for the client • The approach to engagement with lenders and other financiers and how competitive tension between providers of finance was maximised to achieve on-market terms • The debt amount and the extent to which securing that amount presented a challenge. Bidders should explain how that challenge was overcome, including the way in which any movement in terms between bid and financial close was managed, the reasons for that movement, and how any adverse impact was mitigated • Evidence of ability to raise debt finance through different sources, including banks or capital markets, and innovative ways of raising debt finance • Previous experience in minimising the overall cost of debt finance through financing structures that include multilateral lenders, government guarantee schemes or Export Credit Agencies (ECAs) • Details of any experience in managing lender/investor due diligence processes in a timely manner 	<p>Two examples of relevant infrastructure projects on which the Qualifying Equity Investor has participated are provided.</p> <p>The examples given demonstrate that the Qualifying Equity Investor has experience in successfully raising debt finance for relevant infrastructure projects.</p>
5.2. Investing and holding equity finance	<p>Provide details of at least one Qualifying Equity Investor's experience in investing and holding equity finance. Provide case studies for at least two relevant infrastructure projects (as defined in the general instructions to this question). Note this could be two examples from one Qualifying Equity Investor or one example each from two Qualifying Equity Investors</p> <p>Responses should detail (to the extent relevant to the example project):</p> <ul style="list-style-type: none"> • The proportion of equity contributed by the Qualifying Equity Investor into the project company or equivalent vehicle responsible for delivering the example project 	<p>Two examples of relevant infrastructure projects on which the Qualifying Equity Investor has participated are provided.</p> <p>The examples given demonstrate that the Qualifying Equity Investor has</p>



PQQ 5	
Experience of raising finance	
<ul style="list-style-type: none">• The duration of the Qualifying Equity Investor's equity stake in the project• The way in which competitive financing plans were developed and implemented• The approach to structuring the equity investment and, if applicable, engagement with other equity investors. Bidders should describe how they overcame any challenges in securing the required equity, particularly any changes between bid and financial close and how these were managed• The experience of the Qualifying Equity Investor in managing equity during the operational phase• The governance role of the Qualifying Equity Investor (including board positions and management oversight)• Any collaboration with public authorities to deliver value <p>In addition to the criteria which must be met in order for an example to constitute a relevant infrastructure project described in the general instructions, for Question 5.2 an example may only be used where the Qualifying Equity Investor held equity for a minimum three years and still holds its stake or sold its stake not more than five years prior to the date of issue of this PQQ.</p>	<p>experience in investing and holding equity finance for relevant infrastructure projects.</p>

DRAFT - For comment



Question 6. Technical capability

PQQ 6

Technical capability

General instructions

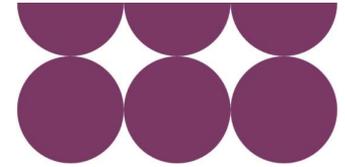
Bidders are to provide case studies of infrastructure projects of a nature and scale comparable to the Qualifying Project which they have delivered in the ten years prior to the date of issue of this PQQ, in the UK or an Equivalent Regime. The same case study may be used to respond to multiple questions in this section, however the relevance of the case study to each question should be made clear. **The page limit for each case study is three A4 pages, in Arial font of minimum font size 10.**

Bidders are required to provide the following general information for each case study:

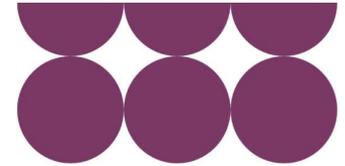
- Project name
- Client name
- Project location
- Start and end date
- Project value
- Referee details (name, position, email address and phone number)

Bidders are required in each case study to describe the following information, where applicable:

- Overview of the scope of works
- Client's objectives for the contract
- Details of the delivery strategy and methodology
- Approach to technical analyses carried out, including tools utilised
- Overview of the risks and challenges encountered in delivering the project and the Bidder's approach to mitigating these
- The extent to which the Bidder achieved the client's objectives for the project
- Approach to managing the interfaces and lessons learned
- Details of how the Bidder used leading technologies and delivered innovation
- Details of socio-economic and/or environmental benefits provided through delivery of the project



PQQ 6		
Technical capability		
Question number	Description	Pass
6.1. Preliminary Works – planning and consenting	<p>Provide two case studies which evidence the Planning and Consenting Specialist's experience of successfully securing necessary approvals for projects of similar nature and scale to the Qualifying Project. The case studies used to respond to this question must be of projects located in the UK. Information to be provided in the case studies is set out in the general instructions to this question.</p> <p>Bidders should note that this question specifically requires case studies of projects located in the UK and not in any other Equivalent Regime. Case studies of projects located outside of the UK will not be accepted for this question, as responses need to demonstrate Bidder's experience of consenting under regimes most relevant to the Qualifying Project.</p>	Two case studies are provided, from within the ten years prior to the date of issue of this PQQ, which provide detailed evidence of the Planning and Consenting Specialist having successfully secured the consents for projects of a nature and scale comparable to the Qualifying Project.
6.2. Construction	<p>Provide two case studies which evidence the Lead Construction Contractor's experience of constructing infrastructure projects of comparable nature and scale to the Qualifying Project. At least one of these case studies must relate to the construction of electricity grid infrastructure.</p> <p>If the Lead Construction Contractor is a JV, then the experience of any party within the JV, or similar arrangement, is acceptable. It is also acceptable for the examples to be from one party member only or for one example each from two different party members of the JV or similar arrangement.</p>	Two case studies are provided, from within the ten years prior to the date of issue of this PQQ, which provide detailed evidence of the Lead Construction Contractor, or a member party of the Lead Construction Contractor JV, having successfully constructed infrastructure projects of a nature and scale comparable to the Qualifying Project.
6.3. Sub-contractors and supply chain	Two case studies are to be provided which evidence the Lead Construction Contractor's previous management of its supply chain on projects of a comparable nature and scale to the Qualifying Project. The relevance of each case study to the Qualifying Project should be made clear.	Two case studies are provided, from within the ten years prior to the date of issue of this PQQ, which provide detailed



PQQ 6		
Technical capability		
	<p>In addition to the items set out in the general instructions to this question, the case studies submitted for Question 6.5 should also describe the following information:</p> <ul style="list-style-type: none"> • Details of the processes and procedures implemented to manage the supply chain • The way in which the Lead Construction Contractor managed the supply chain throughout the phases of the example project lifecycle • How the Lead Construction Contractor managed interfacing within the supply chain <p>If the Lead Construction Contractor is a JV, then the experience of any party within the JV is acceptable. It is also acceptable for the examples to be from one party member only or for one example each from two different party members of the JV or similar arrangement.</p>	<p>evidence of the Lead Construction Contractor, or a member party of the Lead Construction Contractor JV, having successfully managed sub-contractors and supply chain to deliver infrastructure projects of a nature and scale comparable to the Qualifying Project.</p>
6.4. Operations and maintenance	<p>Provide two case studies which evidences the experience of at least one Qualifying Equity Investor or Non-qualifying Equity Investor of operating and maintaining an electricity transmission asset of comparable nature and scale to the Qualifying Project.</p>	<p>Two case studies are provided, from within the ten years prior to the date of issue of this PQQ, which provide detailed evidence of a Qualifying Equity Investor or Non-qualifying Equity Investor having successfully operated and maintained an electricity transmission asset of a nature and scale comparable to the Qualifying Project.</p>