



Kerala Cricket Association

*“Expression of Interest” (Eoi) for Development of a Premium Club in
Thiruvananthapuram on Design-Build-Finance-Operate-Transfer (DBFOT) basis”*



Kerala Cricket Association

Invites



“Expression of Interest” (Eoi)

for

*“Development of a Premium Club on Design-Build-Finance-Operate-Transfer
(DBFOT) basis at **Thiruvananthapuram**”*

Issued by:

Office of Secretary, Kerala Cricket Association
KCA Complex, T C- 24/131 (1),
Sasthamkovil Road, Thycaud
Thiruvananthapuram – 695014
Phone: 0471 233 1368

Email: office@keralacricknet.in

Website: www.keralacricknetassociation.com



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1 Project Background

Kerala Cricket Association ("**KCA**") is a society registered under the Travancore-Cochin Literary, Scientific and Charitable Societies Registration Act, 1955 (Act XII of 1955), bearing Registration No. 468/88, with its headquarters at KCA Complex, Sasthamkovil Road, Thycaud, Thiruvananthapuram. KCA is affiliated with the Board of Control for Cricket in India (BCCI) and is the governing body for the promotion, development, regulation, and administration of cricket in the State of Kerala.

KCA intends to develop its land parcel(s) in Thiruvananthapuram into a world-class Clubhouse Facility and seeks the participation of suitably experienced and financially capable developers for this purpose. The envisioned development is expected to create a vibrant destination that integrates sports, recreation, entertainment, and allied uses, while delivering a high-quality experience for users and ensuring long-term commercial sustainability.

KCA proposes to partner with a Developer, wherein certain functional requirements of KCA shall be incorporated within the proposed Clubhouse Facility. Subject to these requirements, the nature, mix, and scale of revenue-generating components within the overall Clubhouse development shall be proposed by the Developer based on its assessment of the site's potential, market demand, and project viability. The selected Developer shall have the flexibility to conceptualize, design, develop, finance, operate, and maintain such revenue-generating components, subject to compliance with applicable laws, regulations, planning requirements, and the terms of the Concession Agreement.

Through this Invitation for Expression of Interest ("EoI"), KCA invites applications from reputed and experienced entities or consortiums of entities, including real estate developers, hospitality companies, club operators, and other organizations with relevant expertise, possessing a proven track record in the development, operation, and management of hospitality, leisure, sports, recreational, commercial, or mixed-use projects, for the development of a Premium Clubhouse Facility across two prime locations in Thiruvananthapuram.

2 Project Location

Thiruvananthapuram is the capital city of Kerala headquarters of Thiruvananthapuram District. The city is witnessing rapid urbanization, leading to a surge in residential property development. The city is also attracting investments from Non-Resident Indians (NRIs) and High-Net-Worth Individuals (HNIs). Historically, Thiruvananthapuram was mainly dependent on the primary sector (agriculture nearly 50 per cent of workforce) but has shown a steady growth into a competitive tier II IT/ITeS destination since 2000. The city is also home to several Central and State Government Organizations initiatives such as Vikram Sarabhai Space Centre, Indian Space Research Organization (ISRO), Technopark, etc.

The IT/ITeS sector is a major employer in Thiruvananthapuram, largely due to Technopark, one of India's largest IT parks. Technopark hosting more than 300 IT/ITeS companies and employ ~70,000 plus professionals. Notable companies such as Oracle Corporation, Infosys, TCS, Allianz Cornhill, ITC Infotech, Tata Elxsi, and UST Global have set up base in Thiruvananthapuram. Tourism, Media, Biotechnology, Aerospace are the other important

economic drivers in the region. Thiruvananthapuram attracts ~15-17 per cent of the overall domestic and foreign tourist footfall visiting Kerala

The city is well connected by three principal railway stations (Thiruvananthapuram central, Thiruvananthapuram north, and Thiruvananthapuram south) and multiple road networks, with NH 66 (formerly NH 47) traversing north to south along the western coast of India, linking Thiruvananthapuram to significant cities such as Kochi and Mumbai.

In addition, Thiruvananthapuram International Airport in FY 21 was the 8th busiest airport catering to international traffic and 16th busiest in catering to domestic. The newly commissioned Vizhinjam International Seaport shall usher in a new wave of development.

With all such advantages, Thiruvananthapuram is emerging as a preferred economic and tourist destination in South India.

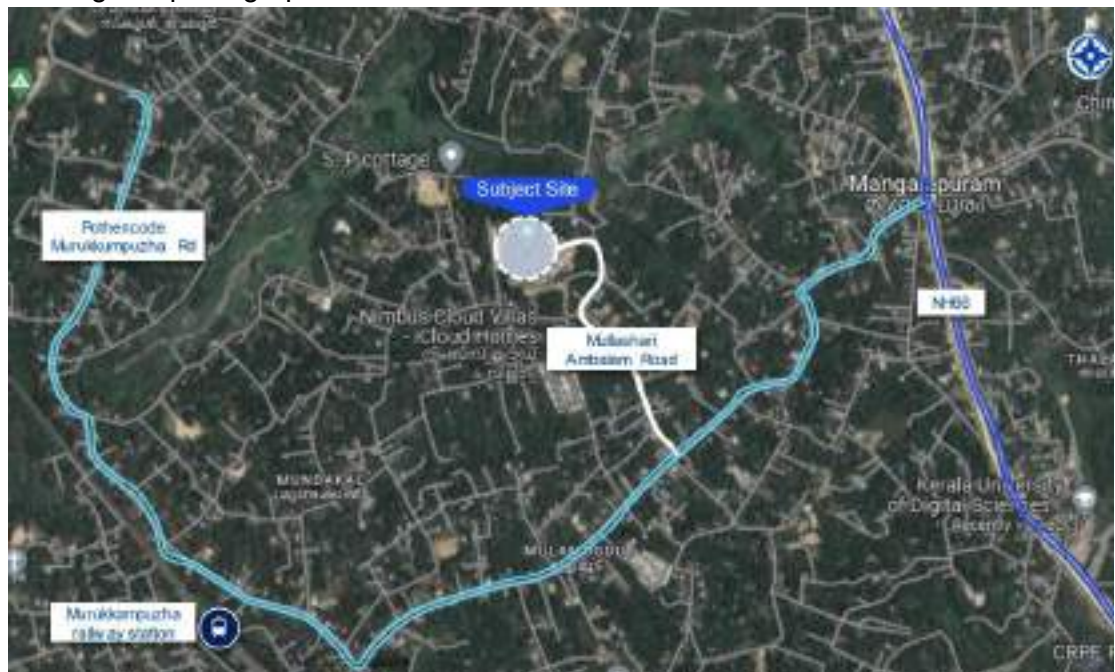
3 Site Features

KCA is proposing the development of Clubhouse at two of its locations in Thiruvananthapuram

(i) Site 01 –KCA Cricket Ground, Mangalapuram

The site (with a development potential of 25,500 sq. ft.) is housed within a ~11 acre property located at Mullassery, Mangalapuram under the ownership of KCA. The topography is contoured with level differences within the site. The site is accessible through a single lane Mullassery Ambalam Road. A cricket ground, a pavilion building, and an Amphitheatre has already been developed on the property. The site already has electricity connection.

Established residential developments surround the site having proximity to upcoming IT parks, a Digital University and a life science park. The site is at close proximity to NH 66 with Thiruvananthapuram International Airport and Railway Station at a distance of ~21Km and ~24 Km respectively. The location map and existing site photographs are shared below:-





(ii) Site 02 -KCA Head Office, Thycaud

The site is spread across 0.48-acre land parcel with a development potential of ~83,500sq.ft., in Thycaud, Kerala. The site is strategically located within the main city centre. The location shares neighborhood with established traditional residential and commercial micro-markets. The site is accessible from the lane which connects to the road connecting Palayam and Thampanoor. The site is located at a distance of 5km from the International Airport and 1 km from the Thiruvananthapuram central railway station.

The site is a flat land with no undulating surfaces and under the ownership of KCA. The existing structure which acts as the headquarters of KCA shall be demolished for the development of the proposed clubhouse

The location map and existing site photographs are shared below:-



Access Road for the subject site



Access Road for the subject site



Entrance to the Subject Property



Site abutting Subject Property

4 Project Overview

KCA intends to implement a Club House Project in two of its location in Thiruvananthapuram. The Project will create a state of the art and vibrant place that integrates sports, entertainment and recreation to form an overall experience for its users. The project offers a unique opportunity to partner with the KCA to establish premier club in Thiruvananthapuram (spread across two locations within the city), perfectly positioned to meet the rising demand for high-quality club facilities. The project benefits from a clear land title, ensuring a secure development process.

KCA plans to utilize two of its properties in Thiruvananthapuram for the proposed project:

- Site 1: Located within KCA Cricket Ground at Mangalapuram
- Site 2: KCA's Head Office at Thycaud

KCA is seeking potential investment partners for the implementation of the Project under Design-Build-Finance-Operate-Transfer (DBFOT) model. The Developer will be required to Design, Finance Construct and operate the facilities over the concession period. The Developer will also carry out day to day activities, including finalization of associateship fees and other based on the arrived agreement with KCA.

The developer shall in case of the Mangalapuram site (Site 1) construct a new Clubhouse facility without hindrance to the existing facilities constructed by KCA. At Site 2, the developer shall demolish the existing building for the construction of the new proposed Clubhouse and allocated a space for the functioning of the KCA Headquarters. Site 01 will offer a cricket stadium and various outdoor activities, with a development potential of 25,500 sq. ft. for diverse facilities and amenities. Site 02 will feature a state-of-the-art vertical clubhouse, with a substantial development potential of ~83,500 sq.ft. in the city center.

The revenue generating components to be part of the Clubhouse at both the locations are to be identified by the Developer and the Developer shall have the freedom to choose the revenue generating project components and to develop and operate them during the Concession Period. The following is only an indicative list for consideration by the interested Applicants:

- Indoor Badminton and Squash Courts
- Fitness Centre / Gymnasium
- Indoor Games (Table Tennis, Board Games, Billiards / Snooker, etc)
- Swimming pool
- Spa /Wellness Centre
- Lounge Area
- Restaurant, Cafes, Bar and Outdoor Seating area
- Guest Accommodation
- Banquet and Conference Facilities
- Exhibition space, etc

5 Scope of the Developer / Concessionaire

The scope of the work of the Developer / Concessionaire would be: -

- a) Prepare detailed design of the project.
- b) Procure all necessary approvals, sanctions, and permits required for project implementation.
- c) Mobilize funds for the Project and achieve financial closure.
- d) Demolition of the existing structures at Project Site 02 (KCA Head Office, Thycaud).
- e) Complete construction of the Project within 2 (two) years from the date of Concession Agreement.
- f) Undertake operation and maintenance of the project for 15 (fifteen) years and regulate the use of the project facilities by the Associates.
- g) Execute marketing, promotion, and brand-building activities.
- h) Levy & collect Associateship Fee, Annual Maintenance Charges, User Charges and Sponsorship & Advertisement Charges in respect of the project facilities.
- i) Maintain quality services and all other services necessary and incidental for the operation of the project facilities.

The revenue generating project components, which could be chosen by the Developer / Concessionaire based on its assessment of the potential of the site. The entire conceptualization, design, detailed engineering and execution of these project components shall be carried out by the Developer. An indicative list of possible project components is listed in the previous section. The Developer / Concessionaire would be at liberty to propose any legally sustainable project component that will enhance the financial viability of the Project.

The Concessionaire shall prepare detailed architectural, structural, and engineering designs for the proposed clubhouse development in accordance with applicable standards and guidelines. All final designs, including any subsequent modifications, shall be subject to prior review and written approval by the Kerala Cricket Association (KCA) before implementation. The Concessionaire shall not commence construction or procurement activities until such approval has been obtained from KCA.

The proposed key conditions on Enrolment of Associates, Revenue Share and Built-up Area Share are given below: -

- a) **Club Associateship:** Maximum 3,500 Associates to be enrolled as associates to the club and all such Associates would have to be approved by the Managing Committee comprising of 10 Members (6 members nominated by KCA and 4 nominated by Concessionaire).
- **Up to 3,000 Associates to be recommended by Concessionaire** - Associateship Fee, enrolment terms, conditions, and classification (i.e. individual, senior citizen, corporate, etc.), Annual Maintenance Charges and User Charges to be decided by the Concessionaire for these Associates.
 - Associateship Fee – To be deposited in an Escrow Account (70% amount to be transferred to Concessionaire and 30% amount to be transferred to KCA)
 - Annual Maintenance Charges & User Charges - 100% of such revenues to be transferred to the Concessionaire.



- **Up to 500 Associates to be recommended by KCA** - Associateship Fee, Annual Maintenance Charges and User Charges to be decided by KCA for these Associates.
 - Associateship Fee – 100% of revenues from KCA recommended Associates to be retained by KCA.
 - Annual Maintenance Charges & User Charges - 100% of such revenues to be transferred to the Concessionaire.
- b) **Sponsorship & Advertisement Charges** – Concessionaire to levy, collect and retain such charges.
- c) **KCA Office** - Concessionaire to handover 5,000 sq. ft. of bare-shell office space to KCA at Thycaud. All interior fit-outs and furnishings to be done by KCA.

The total concession period is proposed as 17 years (including 2-year construction period). While conceiving the revenue generating components, the Developer / Concessionaire shall ensure compliance with all the statutory requirements of the region.

The Developer / Concessionaire shall operate the revenue generating facilities for the duration of the Concession Period with full freedom to fix the revenues / user charges based on market demand.

The Developer / Concessionaire shall hand over peaceful possession of all the Project facilities to KCA upon completion of the Concession Period.

6 Scope of the Authority, KCA

- a) Handover encumbrance-free land to the Concessionaire (A SPV promoted by the identified investment partner) following the execution of the Concession Agreement.
- b) KCA shall play the facilitators role in the procurement of external infrastructure like power, water and approach road up to the Project Sites.
- c) KCA shall play a facilitator's role for the speedy receipt of all statutory approvals, which are to be obtained by the Concessionaire from all Statutory Agencies.
- d) Upon completion of the Concession period, KCA shall take physical possession of all the Project components from the Concessionaire and the Concessionaire shall vacate the Project Facilities peacefully
- e) KCA reserves the right to decide the modus operandi of future operations of the Project facilities after the Concession Period

7 Eligibility Criteria for submitting the EoI

The Invitation for EoI Document shall be uploaded in the Website of KCA: [Kerala Cricket Association | Official Website](#); Interested parties may download the EoI Document from the Website and may send their Applications to the address mentioned.

The Prospective Bidder may be a single entity or consortium of members not exceeding three (3) (referred to as "Bidding Consortium") coming together to develop the Project on DBFOT mode. The applicants shall be experienced in tasks of (i) project development / Design and construction of Clubhouses and/or (ii) project development / construction of townships, shopping complexes, commercial complexes, industrial parks, technology parks, institutions, hotels, etc. (iii) operation and maintenance of the Clubhouse or similar projects



Considering the holistic nature of the project, the Applicant is expected to have the following minimum technical and financial capacity: -

- a. **Technical Capability Criteria** - The Bidding Entity or any member(s) in the Bidding Consortium should have undertaken Relevant Project(s).
 - i. **“Relevant Project”** shall mean the development, operation, and/or management of a clubhouse, hospitality facility, hotel, resort, sports or recreational facility, township/residential development, office building, business centre, shopping mall, retail development, mixed-use development, or any other project of a similar nature.
 - ii. A Relevant Project shall have been successfully completed, or be under successful operation and management, within the 10 (ten) financial years preceding the EoI Due Date and shall have a project cost of not less than **INR 30 Crore**.
 - iii. The aggregate project cost of all Relevant Projects undertaken by the Bidding Entity and/or member(s) of the Bidding Consortium shall be not less than **INR 150 Crore**.
- b. **Financial Capability Criteria** - The Bidding entity shall have a minimum Net Worth of **INR 40 Crore** as at the close of the preceding financial year i.e.2025-26. In case of Consortium, the Net Worth of only “Lead member” shall be considered.

8 Contents of Application

Preparation And Submission of EOI

i. Language

The EOI and all related correspondence and documents should be written in English language. Supporting documents and printed literature furnished by the Bidder with the EOI may be in any other language, if they are accompanied by appropriate translations of the pertinent passages in the English language. Supporting materials, which are not translated into English, may not be considered. For interpretation and evaluation of the EOI, the English language translation shall prevail. It should be noted that any document in foreign language, not accompanied by an English version and duly authenticated, will be liable for rejection.

ii. Correspondence / Enquiries

The EoI process shall be facilitated by the Secretary, KCA. All routine correspondence / clarifications / enquiries should be submitted to the following in writing by fax / post / courier:

KCA Complex, T C- 28/152, Sasthamkovil Road,

Thycaud, Thiruvananthapuram – 695014

Telephone: +91 471 2331368, 0471 2326522

Email: office@keralacricket.in

iii. Sealing and Marking of EOI

The envelope shall indicate the name, address and contact phone number of the Bidder (or the Lead Member in case of a Consortium).

The envelope shall clearly bear the following identification:

- Two Cover System, enclosing the details solicited below.



- The Cover 1 shall provide all technical details and Cover 2 shall include the Project Concept Note. The two Covers, properly superscribed as Cover 1 – Technical Details and Cover 2 – Project Concept Note, shall be placed in a single Cover and submitted to the Authority addressed as follows: *Secretary, KCA Complex, T C-28/152, Sasthamkovil Road, Thycaud, Thiruvananthapuram – 695014*

a. Cover 1: Technical Details

- i. Letter comprising application for EOI as per Annexure-1
- ii. Details of Applicant as per Annexure-2
- iii. Technical Capacity of Applicant as per Annexure-3
- iv. Financial Capacity of Applicant as per Annexure-4
- v. Declaration of no blacklisting as per Annexure- 6
- vi. Power of attorney as per Annexure-7

The Authority shall open and evaluate the Cover 1- Technical Details. The Cover – 2 Project Concept Note of only those Applicants, who are found to be technically eligible, shall be opened.

b. Cover 2: Project Concept Note

- i. To be submitted as per Annexure-5

9 Process for Eoi Evaluation and Developer/Concessionaire Selection

The primary evaluation of the Eoi shall be based on compliance with the submission requirements and the Applicant/s meeting the technical and financial capacity criteria stipulated in this document.

The Project Concept Note of only those Applicants, who meet the aforesaid requirements shall be opened for evaluation. Such Applicants may be invited to make a brief presentation before a Technical Committee constituted by KCA. The date, time, and venue of the presentation shall be communicated to the shortlisted Applicants separately.

Following the evaluation of the Project Concept Notes, KCA shall prepare a shortlist of Applicants. As the next stage of the Eoi process, KCA shall engage in one-on-one discussions with the shortlisted Applicants on the project concept, implementation approach, and the commercial offers submitted as part of their respective Project Concept Notes, including any clarifications, refinements, or negotiations thereof.

Based on the outcomes of such discussions, KCA shall undertake a comprehensive evaluation of the Project Concept Notes and the commercials proposed by the shortlisted Applicants. Thereafter, KCA shall select the Applicant who offers the most advantageous commercial and development proposition to KCA, taking into consideration the project concept, commercial offer, implementation approach, and other factors deemed relevant by KCA. The selected Applicant shall be invited for execution of the Concession Agreement.

10 Timelines of the Eol

No	Description	Date
1	Date of release of Eol	17-08-2026
2	Pre-Eol Meeting/Investors Meet <i>Bidders interested in participating in the Pre-Eol/Investors' Meet are requested to confirm their attendance by email to office@keralacricket.in on or before 4th September 2026. The meeting details, including the time and venue, shall be communicated to the confirmed participants.</i>	11-09-2026
3	Last date for receiving queries/clarifications.	18-09-2026
4	Last date for publication of Corrigenda to Eol, if required	25-09-2026
5	Last date and time for submission of Eol (" Eol Due Date ")	12-10-2026
6	Time & Date of opening of Cover 1 – Technical Details	13-10-2026
7	Presentation by Applicants short-listed after preliminary scrutiny	To be informed
8	Date of declaration of Selected Developer/Concessionaire	To be informed

11 Terms and Conditions

KCA reserves the right to not follow up this Eol and terminate the entire Eol Process, without assigning any reason or without any obligation to any of the Applicants.

This Eol in no way forms any commitment or indication of any business from KCA.

Submission of the Eol shall not guarantee an automatic selection or empanelment of the Applicant.

Each Applicant shall be liable to individually bear the cost of data collection, preparation and submission of this Eol.

There is no Eol Application Fee / Processing Fee / EMD / Security Deposit fixed for this Eol Process. The objective of KCA is to encourage maximum participation from the community of Developers.

12 Modalities of Eol Submission

The outer envelope should be superscripted "EOI for Development of a Premium Club in Thiruvananthapuram on Design-Build-Finance-Operate-Transfer (DBFOT) basis"

Eol shall be submitted at the address mentioned below on or before 11:00 AM on 12th October, 2026. Eol must be submitted along with a non-refundable processing fee of Rs. 10,000 (Rupees Ten Thousand Only) in the form of a Demand Draft drawn in favour of 'Kerala Cricket Association', issued by a Nationalized or Scheduled Bank in India, and payable at Thiruvananthapuram. For clarifications and enquiries regarding this Invitation for Eol, contact at the address given below:

Secretary, Kerala Cricket Association



KCA Complex, T C- 28/152, Sasthamkovil Road, Thycaud
Thiruvananthapuram – 695014
Phone: +91 471 2331368, 0471 2326522
Email: office@keralacricket.in || Website: <https://www.keralacricketassociation.com/>

Sd/-
Secretary, Kerala Cricket Association

13 Annexures

13.1 Annexure-1: Letter comprising application for EOI

[To be printed on the Applicant's letterhead and signed by its Authorized signatory]

DD/MM/YYYY

To,

Secretary, Kerala Cricket Association
KCA Complex, T C- 28/152, Sasthamkovil Road, Thycaud
Thiruvananthapuram – 695014
Email: office@keralacricket.in

Sub.: Submission towards Expression of Interest (“EOI”) for “Development of a Premium Club on Design-Build-Finance-Operate-Transfer (DBFOT) basis at Thiruvananthapuram.”

EOI Ref.: [•]

Dear Sir,

1. Having examined the EOI, the receipt of which is hereby duly acknowledged, I/We offer to submit the EOI for the Project.
2. I/We agree and understand that this EOI is non-binding and non-committal. KCA or its office bearers , employees, associates, affiliates or its agents shall not be liable to me/us for any liability arising directly or indirectly from our participation in the EOI Process.
3. I/We further agree, understand and fully comprehend that KCA may in its absolute and exclusive discretion at any time change, alter, replace, remove and/or cancel any or all part of this EOI or the Project. KCA may also abandon, call-off, alter, replace, revise the Project. Furthermore, KCA is under no obligation or compulsion in any manner whatsoever to conduct further individual negotiations, it may also change or replace or cancel any or all part of the bidding process.
4. We submit hereto my/our EOI as per the requirements and details specified in the EOI Document. I/We confirm that the information contained in these submissions or any part thereof, including the annexures, and other documents and instruments delivered or to be delivered to KCA, are true, accurate, verifiable and complete. These submissions include all information necessary to ensure that the statements therein do not in whole or in part mislead KCA in its EOI Process.
5. I/We fully understand and agree to comply that on verification, if any of the information provided here is found to be misleading the EOI Process, I/we are liable to be disqualified from the EOI Process, if selected to do so.
6. I/We agree for unconditional acceptance of all the terms and conditions set out in the EOI Document and also agree to abide by this EOI for a period of 180 days from the date of submission.



7. We agree that you are not bound to accept any EOI you may receive. I/We also agree that you reserve the right in absolute sense to reject all or any of the EOI received as per the EOI Document.
8. It is hereby confirmed that I/We am/are entitled to act on behalf of my/our firm and empowered to submit this document as well as such other documents, which may be required in this connection.

Yours faithfully,

Signature of Authorized Signatory (with official stamp)

Name: [•]

Designation: [•]

Company Name: [•]

Address: [•]

Telephone & Fax: [•]

E-mail address: [•]



13.2 Annexure-2: Details of Applicant

[To be printed on the Applicant's letterhead and signed by its Authorized signatory]

1. Details:

- (a) Name of Applicant:
- (b) Type of firm (Private Company / Public Limited / Partnership)
- (c) Company Registration Number (CIN):
- (d) Address of the corporate headquarters:
- (e) Date of incorporation and/ or commencement of business:

2. Brief description of the Company including details of its main lines of business and proposed role and responsibilities in this Project:

3. Particulars of the Authorized Signatory of the Applicant:

- (a) Name:
- (b) Designation:
- (c) Address:
- (d) Phone Number:
- (e) Fax Number:
- (f) Email Address:

4. Is the Applicant interested in participating in the Project as a single bidder or a consortium?

- a. If the Applicant would prefer participating in a consortium, what role would the Applicant be performing (Lead member, Technical Member, Financial Member, Operations & Maintenance Member, any other Member)

Yours faithfully,

Signature of Authorized Signatory (with official stamp)

Name: [•]

Designation: [•]

Address: [•]

Telephone & Fax: [•]

E-mail address: [•]



13.3 Annexure-3: Technical Capacity of Applicant/Consortium Member (Details of Relevant Projects)

[To be printed on each Applicant's letterhead and signed by Authorized signatory]

Item	Particulars of the Project
Project Name / Title	
Project Location (Country and location within country)	
Nature of the Project (Clubhouse Project or Township/Housing or Commercial Office Building/Complex or shopping mall / Retail Complex or Business Centre or Hotel or Mixed-use Project)	
Built-up area (excluding parking space)	
Project cost (excluding land cost)	
Project Start Date	
Project Completion Date	
Whether PPP project or not ?	
If project was developed through a special purpose company / vehicle, please indicate the equity shareholding	
Narrative description of project with details of infrastructure and facilities developed (square feet of built up etc.), development period, current status etc.	
Role of applicant in the overall development and names of major associated partner firms, if any, with description of their roles	

Firms Name:

Authorized Signatory:



Instructions:

- (1) Applicants are expected to provide information in respect of each Relevant Projects in this Annexure. A separate sheet should be filled for each Relevant Project.*
- (2) Applicants may also submit in addition, capabilities statement and project brochures for relevant projects undertaken in the last ten years preceding the EOI Due Date.*
- (3) In case of projects implemented out of India, a conversion rate of INR 80 (Eighty) shall be taken as the applicable currency conversion rate. In case of any other currency the same shall first be converted to USD as on the date 60 (Sixty) days prior to the EOI Due Date and the amount so derived in USD shall be converted into INR at the aforesaid rate. The conversion rate of such currency shall be the daily representative exchange rates published by the IMF for the relevant date.*



13.4 Annexure-4: Financial Capacity of Applicant

[To be printed on each company's letterhead and signed by Authorized signatory]

1. Applicants shall provide its net worth for the last three financial years.

In case of Consortium, the Net Worth of only "Lead member" shall be considered.

Sr. No.	Financial Year	Net Worth of the firm* (INR)
1	2025-26	
2	2024-25	
3	2023-24	

Firms Name:

Authorized Signatory:

Instructions:

- (1) *Net Worth shall mean (Paid-up Equity + Reserves) less (Revaluation reserves + miscellaneous expenditure not written off + reserves not available for distribution to equity shareholders).*
- (2) *Applicants are required to provide audited financial statement or a certificate from the statutory auditor certifying the above Net worth.*



13.5 Annexure-5: Concept Note for the Proposed Project

[To be printed on the Applicant's letterhead and signed by its Authorized signatory]

DD/MM/YYYY

To,

Secretary, Kerala Cricket Association
KCA Complex, T C- 28/152, Sasthamkovil Road, Thycad
Thiruvananthapuram – 695014
Email: office@keralacricket.in

Sub.: Submission towards Expression of Interest (“EOI”) for “*Development of a Premium Club on Design-Build-Finance-Operate-Transfer (DBFOT) basis at Thiruvananthapuram.*”

EOI Ref.: [•]

Dear Sir,

Having examined the EOI, we have prepared a concept note which is attached herewith. The concept note is prepared in good faith, after understanding the EOI document and requirements of KCA.

Yours faithfully,

Signature of Authorized Signatory (with official stamp)

Name: [•]

Designation: [•]

Address: [•]

Telephone & Fax: [•]

E-mail address: [•]

Instructions:

(1) The concept note to be prepared and submitted by the Applicants should include the following:

- *Development Concept with Strategy for development of the Project including the mix of proposed project components*
- *Tentative Built-up area*
- *Estimated Project Cost*



- *Indicative timeline for completion of project in phases*
 - *Unique elements that are brought into the concept to develop the Project as an innovative and unique proposition*
 - *Environmentally friendly and green concepts incorporated in the concept to make the Project eco-friendly*
 - *Revenue generation strategy and marketing plan to effectively generate return on the investment made for the project.*
 - *Comments and suggestions on the transaction structure outlined in Section 5 and Section 6 of the EoI document.*
 - *Detailed commercial proposition covering proposed Associateship Fee, enrolment structure, eligibility criteria and membership categories (i.e. such as individual, senior citizen, corporate, etc.), Annual Maintenance Charges and User Charges proposed to be levied on the Associates, in the event of Applicant's selection as the Concessionaire.*
 - *Any other technical or commercial consideration.*
 - *Support & facilitation required from KCA by the applicant.*
- (2) *Applicants may be invited for the presentation on their proposed concept to KCA and its representatives, schedule for the same will be intimated subsequently.*



13.6 Annexure-6: Declaration of no blacklisting

[To be printed on each Applicant's letterhead and signed by its Authorized signatory]

DD/MM/YYYY

To,

Secretary, Kerala Cricket Association
KCA Complex, T C- 28/152, Sasthamkovil Road, Thycad
Thiruvananthapuram – 695014
Email: office@keralacricket.in

Sub.: Submission towards Expression of Interest (“EOI”) for “*Development of a Premium Club on Design-Build-Finance-Operate-Transfer (DBFOT) basis at Thiruvananthapuram.*”

EOI Ref.: [•]

Dear Sir,

In response to the above referred EOI for “***Development of a Premium Club on Design-Build-Finance-Operate-Transfer (DBFOT) basis at Thiruvananthapuram***”, as an owner/ partner/ Director of [•], I/ We hereby declare that presently our firm [•] is having unblemished record and is not declared ineligible for corrupt and fraudulent practices either indefinitely or for a particular period of time by any State/ Central Government/ PSU.

We further declare that presently our Firm (name of the Firm) is not blacklisted by any State/ Central Government/ PSU on the date of Application Submission.

If this declaration is found to be incorrect, then without prejudice to any other action my/our application may be rejected and KCA may take any other action that may deem fit to it.

Yours faithfully,

Signature of Authorized Signatory (with official stamp)

Name: [•]

Designation: [•]

Address: [•]

Telephone & Fax: [•]

E-mail address: [•]



13.7 Annexure-7: Power of Attorney

[To be printed on Non-Judicial Stamp Paper of Rs. 100/- and duly attested by notary public]

EOI Ref.: [•]

Know all men by these presents, We..... (name of the firm and address of the registered office) do hereby irrevocably constitute, nominate, appoint and authorise Mr/ Ms (name), son/daughter/wife of and presently residing at, who is presently employed with us/ the Lead Member of our Consortium and holding the position of, as our true and lawful attorney (hereinafter referred to as the “Attorney”) to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our EOI Application for **“Development of a Premium Club on Design-Build-Finance-Operate-Transfer (DBFOT) basis at two prime locations at Thycaud and Mangalapuram, Thiruvananthapuram District.”** including but not limited to signing and submission of all EOI Application and other documents and writings, participate in Pre-EOI and other conferences and providing information/ responses to KCA, representing us in all matters before KCA, signing and execution of all contracts and undertakings consequent to acceptance of our EOI Application, and generally dealing with KCA in all matters in connection with or relating to or arising out of our EOI Application.

We hereby agree to ratify and confirm and do hereby ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Attorney pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Attorney in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE,, THE ABOVENAMED PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS DAY OF 2026.

For

.....

(Signature, name, designation and address)

Witnesses:

- 1.
- 2.



13.8 Annexure-8: Processing Fee

The applicants are required to submit a non-refundable processing fee of ₹10,000 (Rupees Ten Thousand only) along with their application.

The payment should be made in the form of a Demand Draft / Cheque drawn in favor of:

Kerala Cricket Association
KCA Complex, T C- 24/131 (1),
Sasthamkovil Road, Thycaud
Thiruvananthapuram – 695014

Details to be included with the payment:

Name of the Applicant / Organization
Contact Details

The cheque/demand draft should be enclosed in a sealed envelope and attached to the application.



13.9 Annexure-9: Project Information Memorandum



Investment opportunity to partner with
Kerala Cricket Association

Project Information Memorandum

**Development of a Premium Club in Thiruvananthapuram
on Design-Build-Finance-Operate-Transfer (DBFOT) basis**

Contents



01

Background

A brief overview on the Background of the Project



02

Site Overview

Snapshot about the project location attributes and advantages



03

Existing clubs in Thiruvananthapuram

A comprehensive analysis of competing clubs in the city, providing insights into their features and relevance



04

Investment Opportunity

Critical factors and strategic advantages that makes the proposed project an attractive investment proposition



05

Proposed Transaction Structure

A summary of the proposed transaction structure, including terms, arrangements

The background of the slide is a photograph of a baseball field, showing green grass and a white base path. A semi-transparent blue gradient rectangle is overlaid on the left side of the image, containing the text.

01

Background

Background



About Kerala Cricket Association (KCA)

- KCA is an affiliate of the Board of Control for Cricket in India (BCCI).
- The aims and objectives of the KCA is to promote, popularize, conduct and control cricket in the state of Kerala.



Project Objective

- KCA intends to implement a Club House Project ('Project') in Thiruvananthapuram.
- The Project will create a state-of-the-art and vibrant place that integrates sports, entertainment and recreation to form an overall experience for its users.



Project Site

- KCA plans to utilize two of its properties in Thiruvananthapuram for the proposed project:
 - o Site 1: Located within KCA Cricket Ground at Mangalapuram
 - o Site 2: KCA's Head Office at Thycaud



Invitation for potential partners

- KCA is seeking expression of interest (EOI) from potential investment partners for the implementation of the Project under Design-Build-Finance-Operate-Transfer (DBFOT) model. Further details of this arrangement are provided in this Information Memorandum.

02

Site Overview

The background of the slide features a blurred image of a road with several red location pins. A semi-transparent purple rectangle is overlaid on the left side of the image, serving as a backdrop for the text.

City Overview

- ▶ Thiruvananthapuram is the capital city of Kerala headquarters of Thiruvananthapuram District. The city is witnessing rapid urbanization, leading to a surge in residential property development. **The city is attracting investments from Non-Resident Indians (NRIs) and High-Net-Worth Individuals (HNIs)**
- ▶ The city is home to several Central and State Government Organizations initiatives such as Vikram Sarabhai Space Centre, Indian Space Research Organization (ISRO), Technopark, etc.
- ▶ Historically, Thiruvananthapuram was mainly dependent on the primary sector (agriculture nearly 50 per cent of workforce), has steadily grown into a competitive tier II IT/ITeS destination since 2000.
- ▶ The IT/ITeS sector is a major employer in Thiruvananthapuram, largely due to Technopark, one of India's largest IT parks. Technopark hosting more than 300 IT/ITeS companies and employ ~70,000 plus professionals. Notable companies such as Oracle Corporation, Infosys, TCS, Allianz Cornhill, ITC Infotech, Tata Elxsi, and UST Global have set up base in Thiruvananthapuram.¹
- ▶ Tourism, Media, Biotechnology, Aerospace are the other important economic drivers in the region.
- ▶ Thiruvananthapuram attracts ~15-17 per cent of the overall domestic and foreign tourist footfall visiting Kerala.²



Source: ¹ Technopark sees boost in IT export revenue; Kerala CM praises performance | Company News - Business Standard ([business-standard.com](https://www.business-standard.com)); accessed on 9th August 2024; ²19.34% growth for Kerala's tourism till Sept; 2023 set to smash domestic visitor records: Riyas, ET TravelWorld ([indiatimes.com](https://www.indiatimes.com)), accessed on 10th August 2024.

City Overview | Existing Infrastructure

Railways



The city's railway network encompasses three principal stations: **Thiruvananthapuram central**, **Thiruvananthapuram north**, and the proposed **Thiruvananthapuram south**. Major progressions are underway as the expansion of the railway track between Thiruvananthapuram and Nagercoil and the push towards additional stations such as Nedumangad reinforce the strong rail infrastructure demand. Moreover, efforts are being made to strengthen cargo transportation by proposing railway connectivity from Thiruvananthapuram to Vizhinjam for cargo transportation.

Road Network

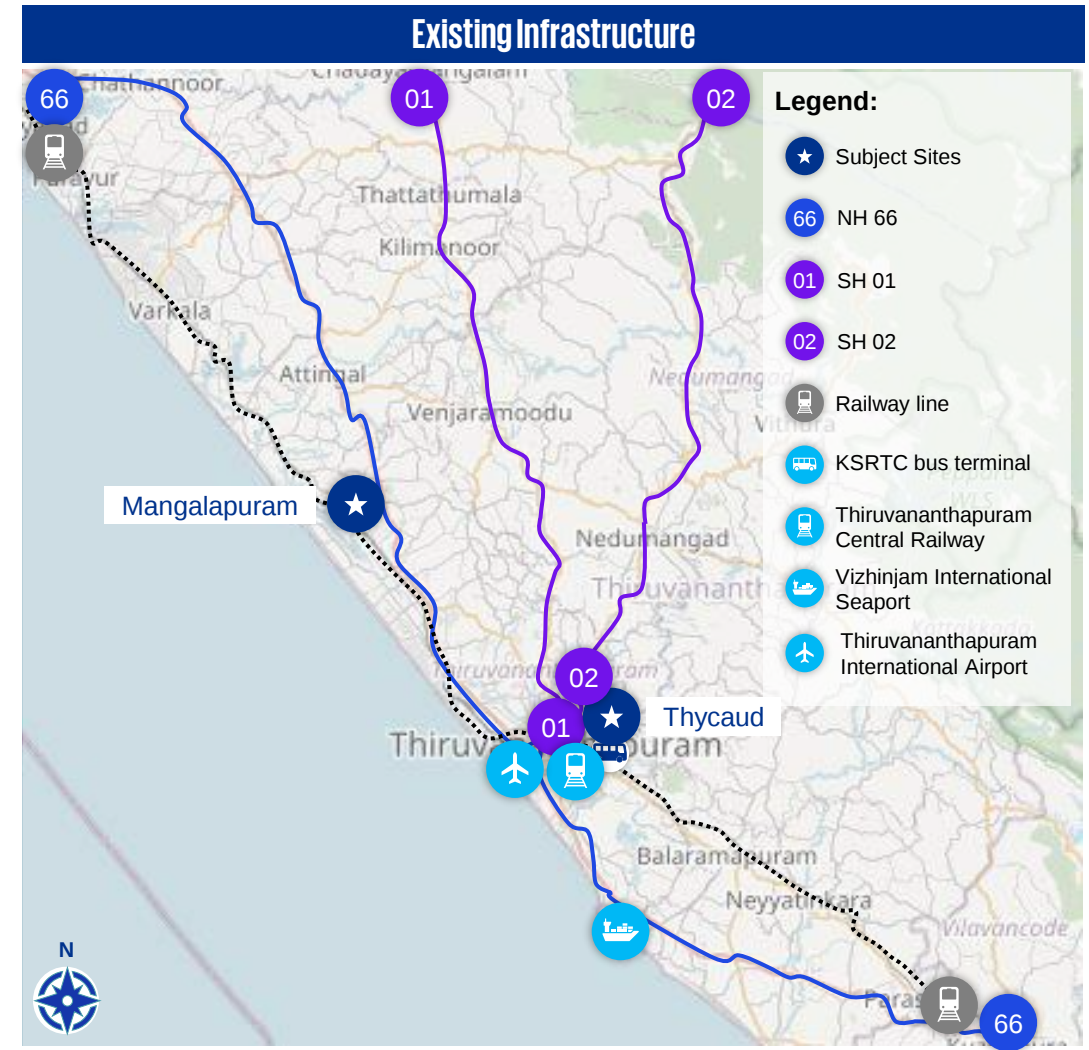


- The city is connected by multiple road networks, with NH 66 (formerly NH 47) traversing north to south along the western coast of India, linking Thiruvananthapuram to significant cities such as Kochi and Mumbai.
- The wide avenues and various arterial roads within the city form the internal road network, facilitating connectivity between different areas. The Thiruvananthapuram City Road Improvement Project (TCRIP) phase 1 to widen 42 km of the current road network has been completed.¹

Airports and Ports



- Thiruvananthapuram International Airport in FY 21 was the 8th busiest airport catering to international traffic and 16th busiest in catering to domestic. In the first quarter of 2024-25, the airport witnessed record-breaking surge in passenger traffic with more than 1.26 million passengers.^{2, 3}
- Vizhinjam International Seaport is strategically located which is reinforcing India's trade capabilities. International shipping channel carrying ~30 per cent of international freight passes 10 nautical miles (NM) off Vizhinjam.



Source: ¹ [Thiruvananthapuram City Road Improvement Project to tackle congestion | World Highways](#), accessed on 9th August 2024; ² [Cial Retains Spot As Third-busiest Airport | Kochi News - Times of India \(indiatimes.com\)](#), accessed on 9th August 2024, OpenStreetMaps Imagery, ³ [Thiruvananthapuram Airport witnesses record rise in passenger traffic at over 1.26 million - Airlines/Aviation News | The Financial Express](#), accessed on 9th August 2024

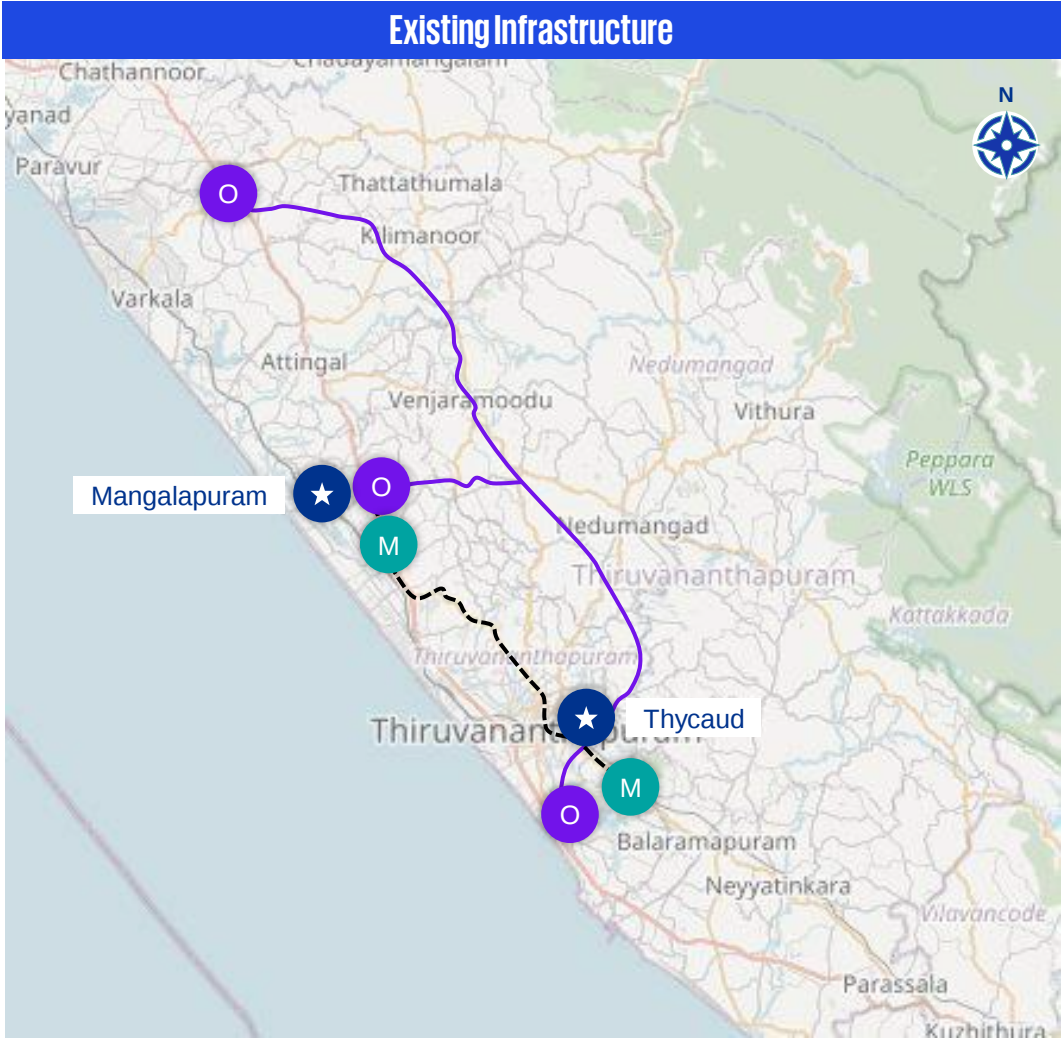
City Overview | Upcoming Infrastructure

Project	Approximate cost (INR Bn)	Approximate length of the project (km)	Expected completion	Ridership by completion
 Thiruvananthapuram Outer Ring Road (ORR) ¹	48.68	75.31	NA	NA
 Thiruvananthapuram Light Metro ²	46.73	21.82	NA	NA

#KRTL's board approved the DPR prepared by DMRC in October 2020 and the same was approved by Kerala's state government in February 2021.

Advantages of these Upcoming Infrastructures

- **Thiruvananthapuram Outer Ring Road** would improve connectivity and reduce traffic congestion in Thiruvananthapuram. It would enhance access to key economic hubs like Technopark and Vizhinjam Port, promote economic growth by linking industrial and commercial zones, and support infrastructure development along the corridor.
- **Thiruvananthapuram Light Metro** would provide an efficient and reliable public transport system, reducing dependency on private vehicles and easing traffic congestion. Additionally, it would enhance connectivity between the northern region and the city's central business district (CBD). This improved mobility could have a positive ripple effect on the overall real estate market, as it facilitates easier commuting and accessibility.

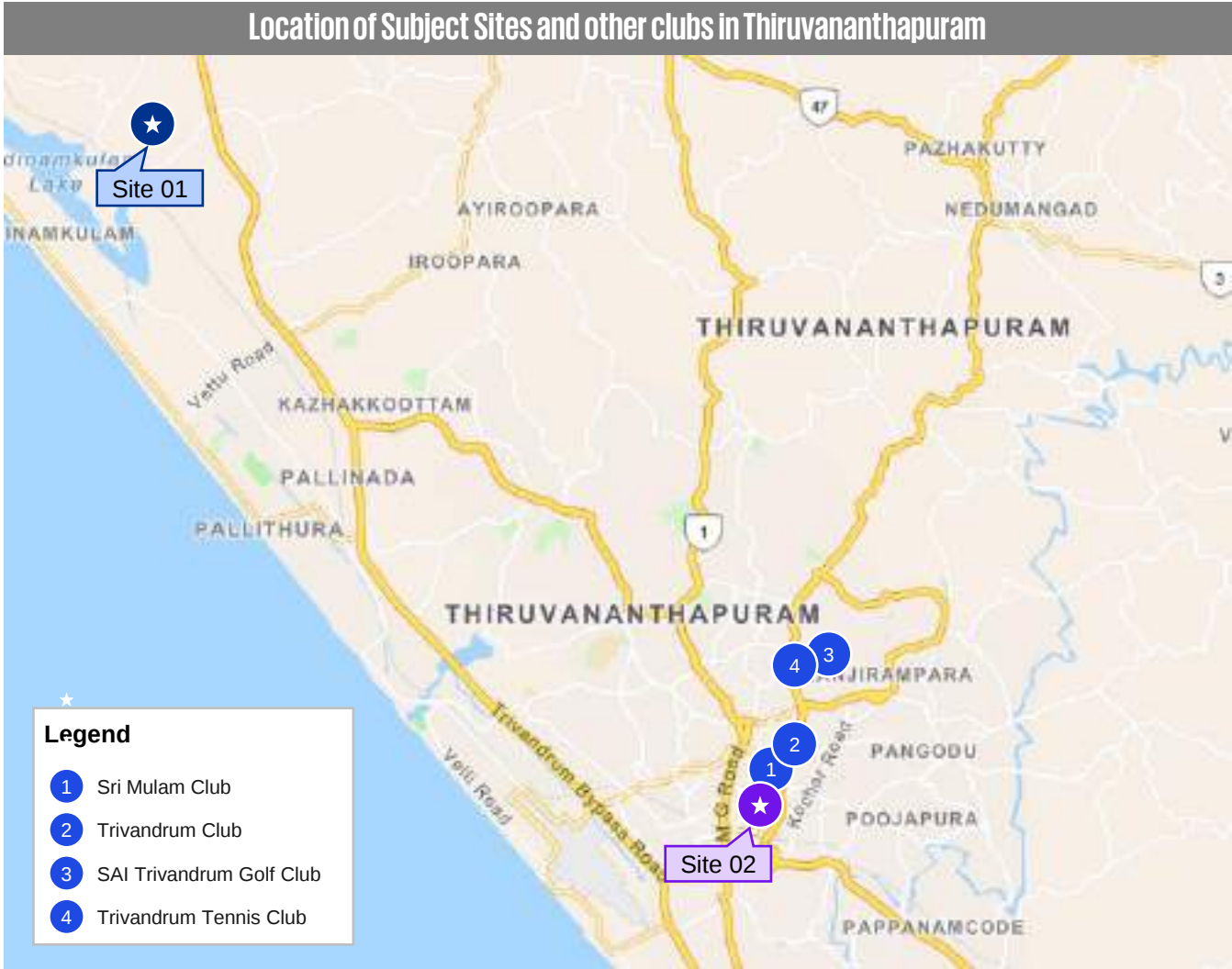


Source: ¹ [Thiruvananthapuram City Road Improvement Project to tackle congestion | World Highways](#), accessed on 9th August 2024; ² [Thiruvananthapuram Metro – Information, Route Map, Fares, Tenders & Updates](#), accessed on 9th August 2024, OpenStreetMaps Imagery.

Project Sites

Site 01: KCA Cricket Ground, Mangalapuram	
Development Potential	25,500 sqft
Location	Mullassery, Mangalapuram, Kerala
Connectivity	Offers excellent connectivity via the Nellimod-Kozhimada and Pothencode-Murukkumpuza roads, linking it to NH 66
Property Ownership	Kerala Cricket Association
Land area	Located within KCA Cricket Ground (~11 acre)
Access	Through a single lane Mullashari Ambalam Road

Site 02: KCA Head Office, Thycaud	
Development Potential	84,500 sqft
Location	Thycaud, Kerala
Connectivity	Accessible via Palayam road which connects the state and national highway.
Property Ownership	Kerala Cricket Association
Land area	0.48 acre
Access	Through MG Radha Krishnan Road
Current Status	Existing structure to be demolished for future development



Regional Overview

North Region

Kazhakoottam, Kaniyapuram, Attingal, Thonnakkal

- The area has a mix of residential and commercial establishments, including schools, shops, and healthcare facilities.
- Major IT/ITeS park establishments i.e., techno parks (phase I, II, III, IV) that contributes the highest towards IT sector in Thiruvananthapuram habituates in the north region.
- The region could witness the launch of Neopolis IT Township Project in Technopark Phase IV, which would cater to the aerospace industry and related sectors.

Off Central Region

Pattom, Akkulam, Kowdiar, Vellayambalam, Vazhuthacaud

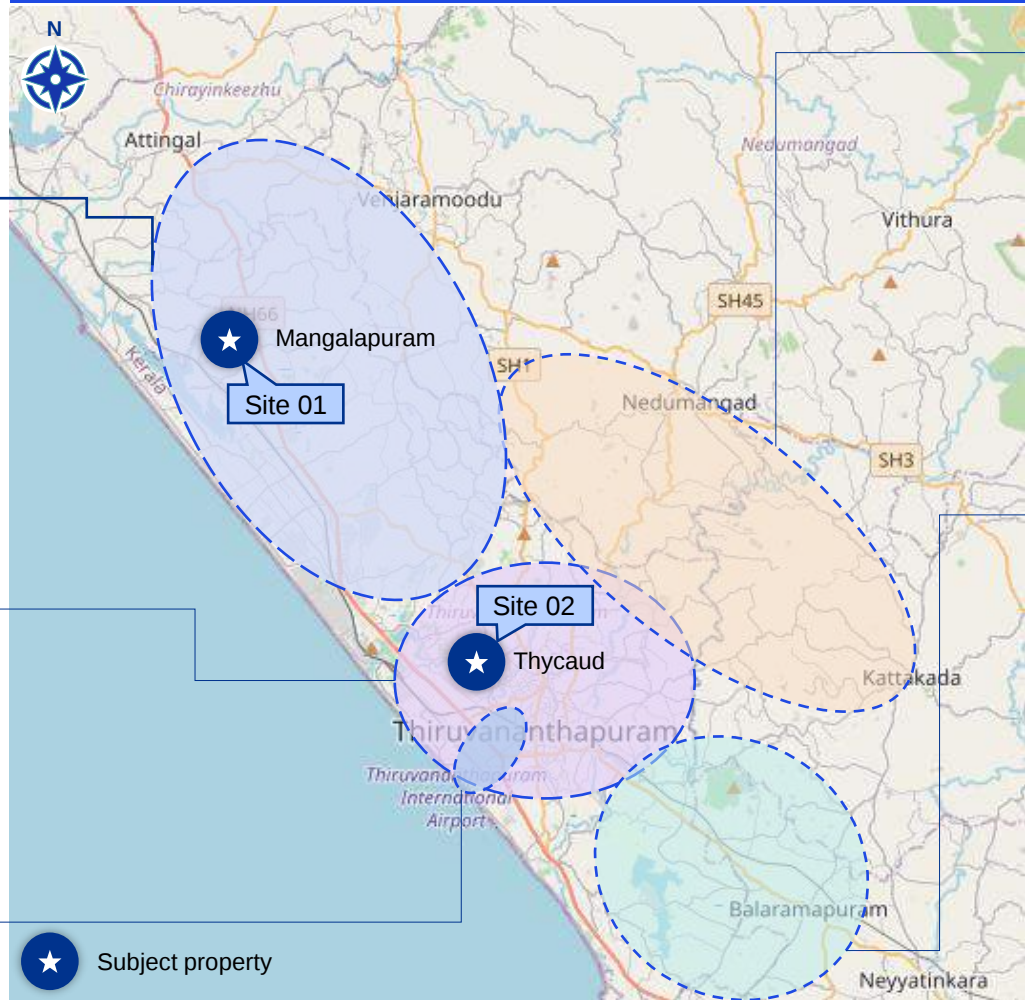
- The region features a mix of residential and traditional commercial developments, along with hospitals and schools.
- **Kowdiar, Vellayambalam, Vazhuthacaud** are upscale residential area's known for their luxurious villas and high-end apartments.

Central Region

Thampanoor, Statue, Palayam, MG road, Chalai

The CBD area includes significant government offices, commercial spaces, and a traditional retail market known as 'Chalai,' which caters to both retail and wholesale businesses.

Regional classification



Source: OpenStreetMap Imagery

East Region

Keezhthonnakkal, Koliyakode, Mundackalvaram, Palavila

The Eastern Region low-density residential region distributed across the mid segment of the region.

South Region

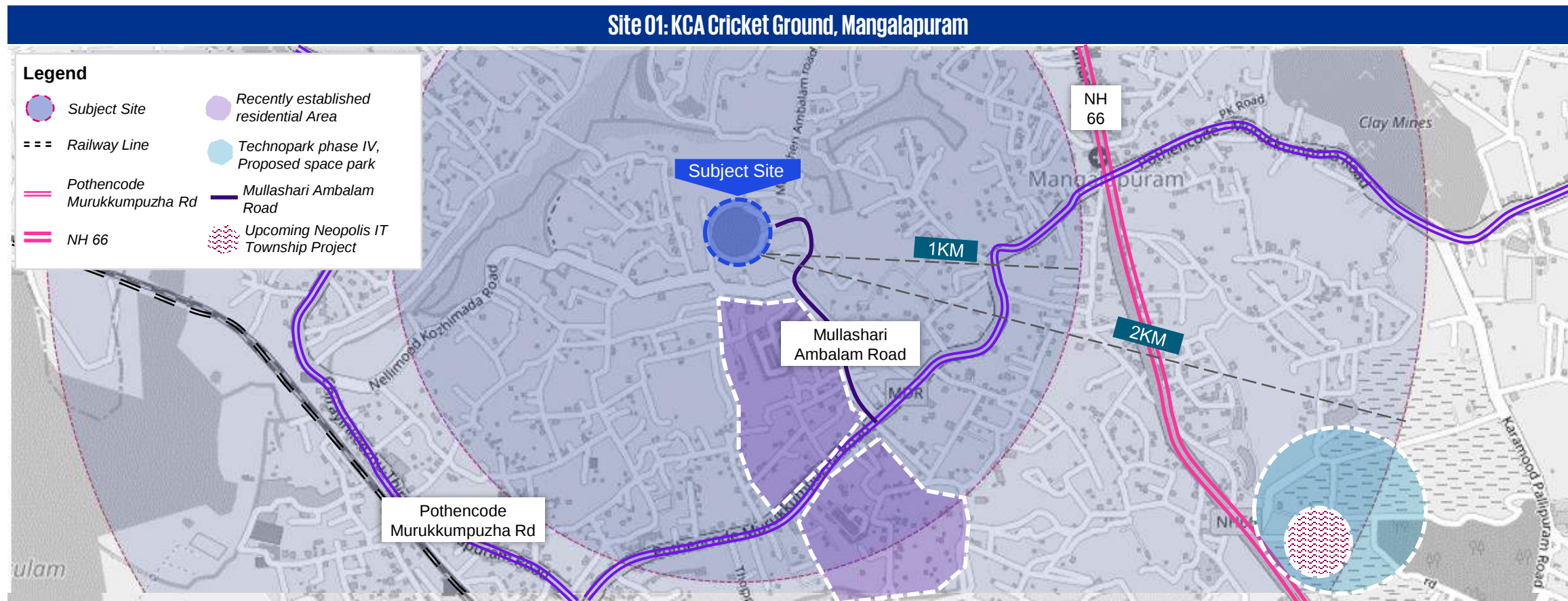
Kovalam, Vizhinjam, Balaramapuram, Thiruvallam, Neyattinkara

The region comprises mix of residential developments with a growing demand towards the new port.

- **Kovalam** is a major tourist hub comprises mix of residential options, including beachfront villas, apartments, and guesthouses.
- **Vizhinjam** has a growing residential community due to port development.

Site 01 - KCA Cricket Ground, Mangalapuram

Site 1 - Subject Site Context and Regional Setting



The subject site is located within a cricket ground spread across ~11 acres land parcel, in Mangalapuram, Kerala.



Established residential developments surround the site and have proximity to upcoming IT parks, a Digital University and a life science park



Accessible via NH 66 which connects the northern and southern part of the city western coast of India.



Connected via NH 66, Thiruvananthapuram International Airport and railways station are at a distance of ~21Km and ~24 Km respectively.

Source: Open Street Maps overlay

Site 1 - Site Photographs

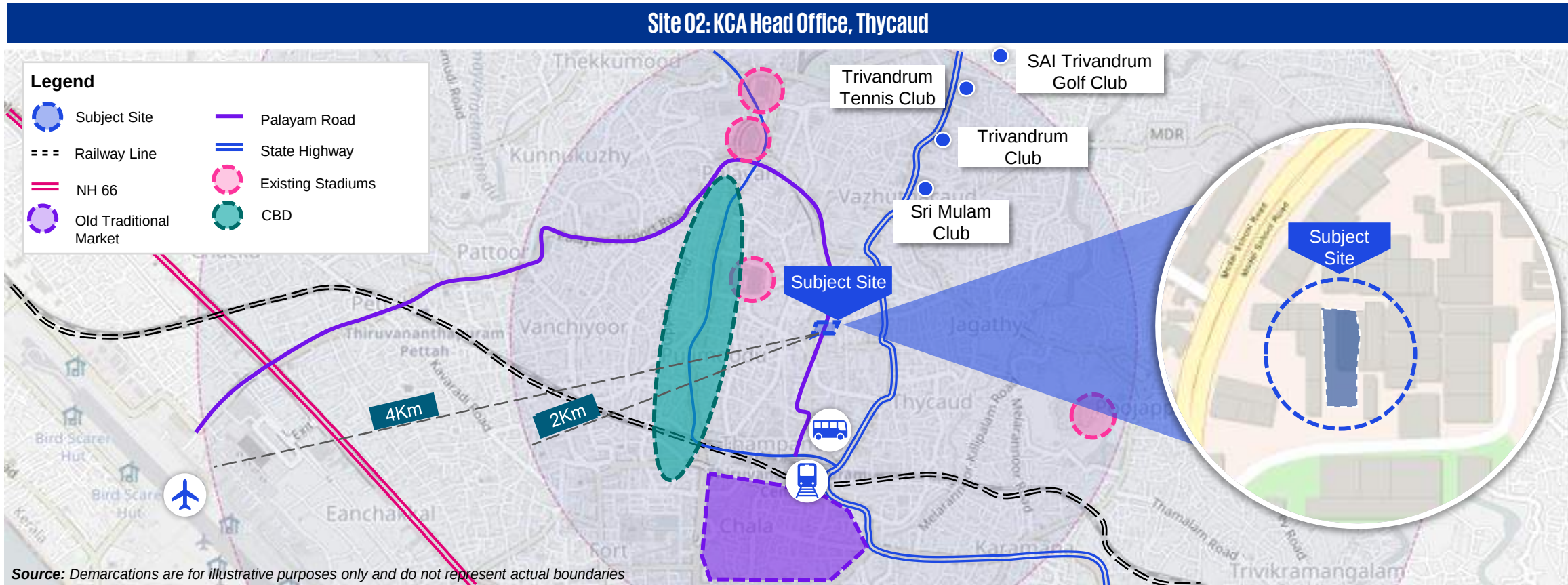


Source: Site Visit on 22nd July 2024, Google earth map



Site 02 - KCA Head Office, Thycaud

Site 2 - Subject Site Context and Regional Setting



The subject site is spread across **0.48-acre land parcel**, in Thycaud, Kerala.



Strategically located towards the city midst, the subject property shares neighborhood with **established traditional residential and commercial micro-markets**.



Accessible via Palayam road which connects the state and national highway.



Subject property shares proximity to International Airport and Thiruvananthapuram central railway station located at a distance of **~5 km** and **~2 km** respectively.

Source: Open Street Maps overlay

Site 2 - Site Photographs



Source: Site Visit on 22nd July 2024, Google earth map



Access Road for the subject site



Access Road for the subject site



Entrance to the Subject Property



Site abutting Subject Property

03

Existing clubs in Thiruvananthapuram



Amenities Offered by existing Clubs

(1/2)

Clubs Activities		Sri Mulam Club	Trivandrum Club	SAI Trivandrum Golf Club	Trivandrum Tennis Club	
General	Area	4.5 Acre	5.2 Acre	25.4 Acre	4.3 Acre	
	Current memberships	2,300	3500	700	648	
Games, sports and fitness	Fitness Center/ Gym	✓	✓	✓	✓	Most aspired amenities
	Billiards/ Snooker	✓	✓	✓	✓	
	Tennis Court	✓	✓	✓	✓	
	Spa/ Wellness Center	✓	✓	✓		Most appealing amenities
	Badminton Court	✓	✓	✓		
	Swimming pool*	✓	✓	✓		
	Table Tennis		✓	✓	✓	Most desired amenities
	Card room	✓	✓		✓	
	Sauna/ Steam Room		✓		✓	
	Cricket		✓		✓	
	Squash		✓		✓	
	Volleyball Court				✓	
	Pickle Ball				✓	
	Yoga		✓			
	Golf Course			✓		
	Archery, Karate			✓		

Source: Club website

Amenities Offered by existing Clubs

(2/2)

	Clubs				
		Sri Mulam Club	Trivandrum Club	SAI Trivandrum Golf Club	Trivandrum Tennis Club
Family and Kids	Restaurant	✓	✓	✓	✓
	Lawn Area/ Outdoor	✓	✓	✓	✓
	Library	✓	✓	✓	✓
	Accommodation	✓	✓	✓	✓
	Children area		✓		
	Amphitheater			✓	
F&B and Retail	Banquet	✓	✓	✓	✓
	Café	✓	✓	✓	✓
	Bar/ Permit room	✓	✓		
	Salon	✓	✓		
	Laundry	✓	✓		
Corporate and Business	Workspace		✓		
	Conference room		✓		
	ATM	✓	✓		
Other Amenities	Car parking	✓	✓	✓	✓
	International Affiliation		✓		✓

Most aspired amenities

Most aspired amenities

Most aspired amenity

Source: Club website

Membership Fee, Affiliations and Best Practices

Particulars	Clubs	Sri Mulam Club	Trivandrum Club	SAI Trivandrum Golf Club	Trivandrum Tennis Club
Fees (INR)		9.7 Lakhs	8.5 Lakhs	0.25 to 3.84 Lakhs	4.5 Lakhs - 5 Lakhs
Affiliation		Domestic clubs	Domestic and international clubs	Domestic clubs	Domestic and international clubs
Best practices that enhance demand		• Bar License: Only club with a bar license accepting new members, leading to increased membership fees. • Event Options: Diverse range of indoor and outdoor event options are available for members and non-members. • High Capacity: Event halls with high capacity, booked over 55% of the year. • Revenue Diversification: Retail shops and accommodation rooms (10 Nos.) help diversify revenue sources.	• Distinguished Gentry: Premium establishment due to stringent eligibility criteria. • Swimming Pool: Only club in the region with a swimming pool, making it a unique and highly attractive amenity for members. • Dedicated Work Kiosks: Includes dedicated work kiosks. • Revenue Diversification: Wedding halls and accommodation rooms (16 Nos.) significantly contribute to diversifying revenue sources.	• Focused Offering: The facility is dedicated to golf, offering a specialized experience for enthusiasts. • Expansive Lawns: The club features sizeable outdoor lawns for various activities and events. • Temporary Membership: Flexible temporary membership options are available. • Allocated Hours: Operating hours are meticulously divided between members and non-members for optimal access.	• Focused Offering: The facility is dedicated to tennis, offering a specialized experience for enthusiasts. • Expert Trainings: The club offers exceptional tennis training programs led by experienced coaches, many of whom are retired professional athletes. • Revenue Diversification: The club offers 12 accommodation rooms, including a 4-hour short-stay option, catering to member needs and expanding revenue sources.

Key Learnings

Key Amenities for driving revenue and demand



Swimming Pool

Attracts families and fitness enthusiasts, enhancing the club's appeal for health and leisure activities.



Bar license

Allows the club to offer alcoholic beverages, creating a social hub for members to relax and socialize.



Banquets

Provide a versatile space for events and gatherings, making the club a preferred venue for functions



Affiliations

Enhance the club's prestige and offer members access to exclusive facilities and events worldwide

Distinctive Additional Amenities/ Services



VR Fitness Studios & eSports Zones

Virtual reality-based workouts and dedicated gaming arenas for professional and casual e-sports enthusiasts.



Athlete-Led Masterclasses

Workshops and training sessions led by professional athletes or sports celebrities.



Recovery Lounges

Offering compression therapy, massage chairs, and infrared saunas for post-workout recovery.



Strategic Membership Initiatives

Offering membership to sports athletes from Kerala can help to build a legacy and attract high-profile clientele.

Key Operations and Maintenance Priorities



Proactive Maintenance: Schedule regular upkeep of facilities, equipment, and safety features to prevent breakdowns and ensure longevity.



Efficient Staff Training: Train staff on operational protocols, customer service, and emergency response to maintain high service standards and handle issues effectively.



Safety and Compliance Checks: Regularly inspect facilities to ensure they meet safety standards and comply with local regulations, minimizing risks and liability.

04

Investment Opportunity



KCA Club - A Gateway to World-Class Sports & Networking

Rare Opportunity to Partner with KCA

The project offers a unique opportunity to partner with the Kerala Cricket Association (KCA) to establish premier club in Thiruvananthapuram (spread across two locations within the city), perfectly positioned to meet the rising demand for high-quality club facilities. The project benefits from a clear land title, ensuring a secure development process.

1

Strategic Urban Connectivity of both sites

Both the sites are strategically located in proximity to strong social infrastructure – **Site 1** is Nestled near National Highway 66 and **Site 2** at the heart of the CBD, the clubhouses offer unparalleled ease of access for residents, professionals, and NRIs. This prime location ensures visibility and high engagement.

2

Healthy Demand for club membership

At present, Thiruvananthapuram has a market potential for ~14,100 club memberships. With four clubs currently serving 7,150 members, there remains a potential market of ~6,950 memberships. The proposed project aims to capture ~45 per cent of this untapped demand, equating to ~3,000 memberships.

3

Development Potential

Site 01 will offer a cricket stadium and various outdoor activities, with a development potential of **25,500 sq. ft.** for diverse facilities and amenities. **Site 02** will feature a state-of-the-art vertical clubhouse, with a substantial development potential of **83,500 sq. ft.** in the city center.

4

Unique Proposition

This unique membership proposition would grant access to two exclusive club properties, delivering unparalleled value and convenience. It's would appeal to residents, professionals, and NRIs within the catchment area of Thiruvananthapuram, making it a highly attractive option for potential members to seek membership.

5

Club Membership Demand in Thiruvananthapuram

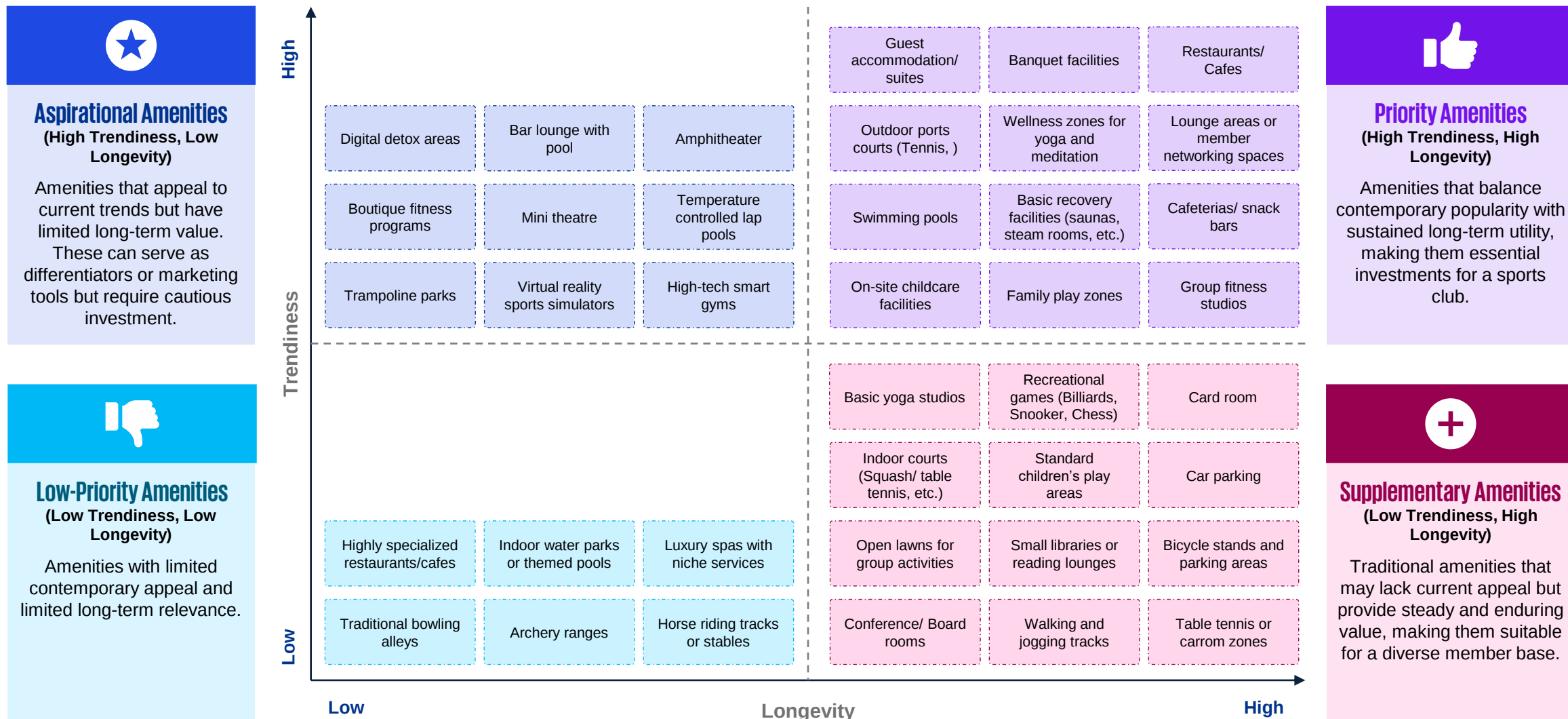


Subject project is expected to capture a market share of **~45 per cent** of the **overall untapped membership demand in Thiruvananthapuram** amounting to **~3,000 memberships**.

The project presents a **unique opportunity to collaborate with the Kerala Cricket Association (KCA)** to establish a premier club featuring state-of-art amenities at two properties within the city of Thiruvananthapuram.

The proposed club would offer **exceptional value through a single membership granting access to both properties**, ensuring a wide range of top-notch facilities and services.

Opportunity Grid for potential Club Amenities



05

Proposed Transaction Structure

Proposed Transaction Structure

(1/2)

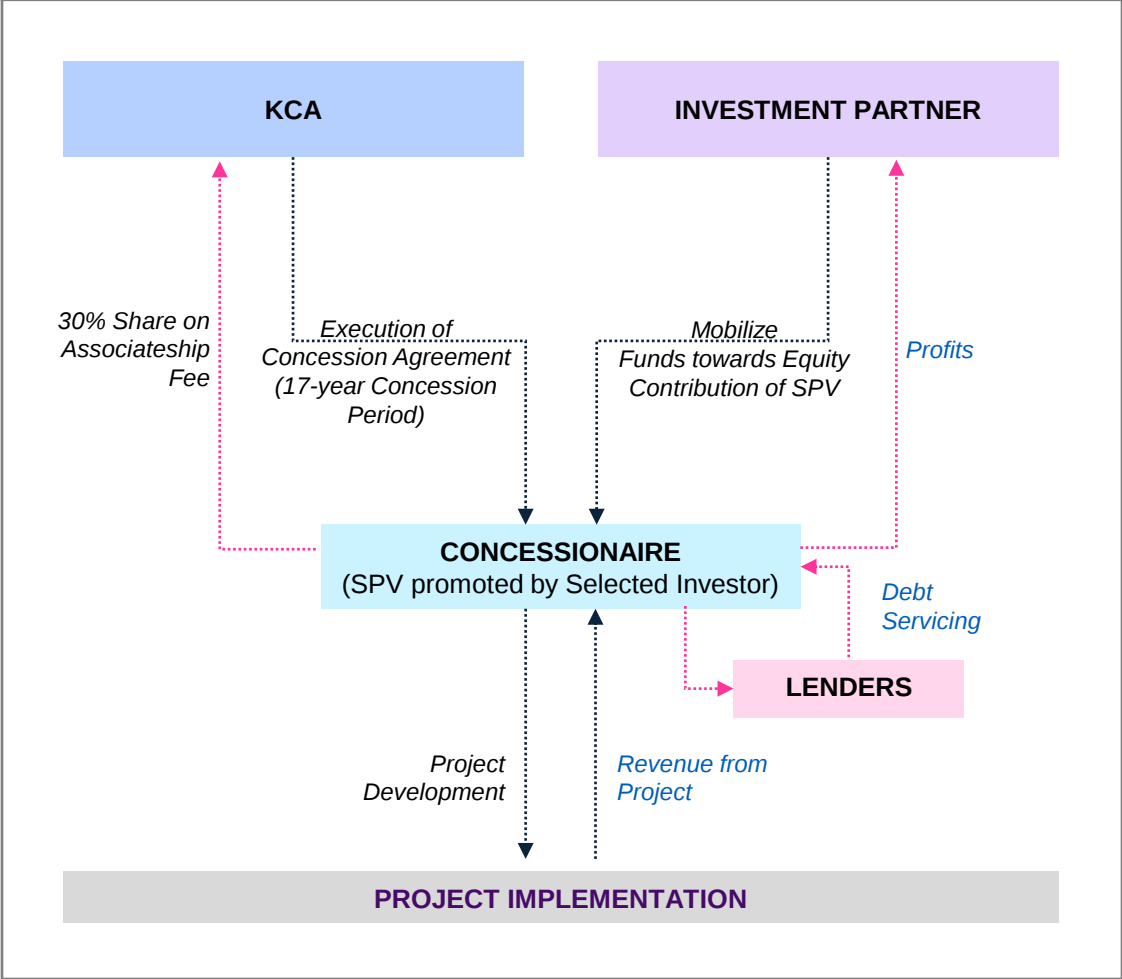
Role of KCA

- Handover encumbrance-free land to the Concessionaire (A SPV promoted by the identified investment partner) following the execution of the Concession Agreement.
- Facilitate the procurement of external infrastructure like power, water and approach road upto the Project Sites.

Role of Concessionaire

- Prepare detailed design of the project.
- Procure all necessary approvals, sanctions, and permits required for project implementation.
- Mobilize funds for the Project and achieve financial closure.
- Demolition of the existing structures at Project Site 02 (KCA Head Office, Thycaud).
- Complete construction of the Project within two years form the date of Concession Agreement.
- Undertake operation and maintenance of the project for 15 years and regulate the use of the project facilities by the Associates.
- Execute marketing, promotion, and brand-building activities.
- Levy & collect Associateship Fee, Annual Maintenance Charges, User Charges and Sponsorship & Advertisement Charges in respect of the project facilities.
- Maintain quality services and all other services necessary and incidental for the operation of the project facilities.

Illustrative Transaction Structure



Key conditions on Enrolment of Associates, Revenue Share and Built-up Area Share

- **Associateship** - Maximum **3,500 Associates** to be enrolled as associates to the club and all such Associates would have to be approved by the Managing Committee (4 members each nominated by KCA and Concessionaire).
 - o Up to **3,000 Associates** to be recommended by Concessionaire - Associateship Fee, enrolment terms, conditions, and classification (i.e. individual, senior citizen, corporate, etc), Annual Maintenance Charges and User Charges to be decided by the Concessionaire for these Associates.
 - Associateship Fee – To be deposited in an Escrow Account (70% amount to be transferred to Concessionaire and 30% amount to be transferred to KCA)
 - Annual Maintenance Charges & User Charges - 100% of such revenues to be transferred to the Concessionaire.
 - o Up to **500 Associates** to be recommended by KCA - Associateship Fee, Annual Maintenance Charges and User Charges to be decided by KCA for these Associates.
 - Associateship Fee – 100% of revenues from KCA recommended Associates to be retained by KCA.
 - Annual Maintenance Charges & User Charges - 100% of such revenues to be transferred to the Concessionaire.
- **Sponsorship & Advertisement Charges** – Concessionaire to levy, collect and retain such charges.
- **KCA Office** - Concessionaire to handover **5,000 sq. ft.** of bare-shell office space to KCA at Thycaud. All interior fit-outs and furnishings to be done by KCA.

Thank you!

