

Alan Gregory Regulatory Finance Ltd.  
[Redacted]

Attn: [Redacted]

From: [Redacted]  
Director of Commercial and  
Contract Management

Our ref: PROC-297-2021

Date: 2<sup>nd</sup> December 2021

By email to: [Redacted]

Dear [Redacted]

**Award of contract: Cost of Capital Expert Panel**

Following your proposal for the provision of the above services dated September 2021, to Competition and Markets Authority ("**CMA**") we are pleased to award this contract to your company.

This letter (the "**Award Letter**") and its Annex (namely Annex A: Terms and Conditions); Annex B: Confidentiality and security requirements; and Annex C: Conflicts of Interest in relation to Service Providers and Service Provider's Staff) (together the "**Agreement**") set out the terms of the agreement between the CMA and Alan Gregory Regulatory Finance Ltd., for the provision of the Services.

Unless the context otherwise requires, capitalised expressions used in this Award Letter have the meanings as set out in Annex A to this Award Letter. In the event of any conflict between this Award Letter and the Annexes, the order of precedence will be as follows:

1. First, the Award Letter;
2. Then, second, the Annexes; and
3. The Service Provider's proposal.

In the event there is a conflict between Annex B or Annex C and Annex A, the terms in Annex B or Annex C will take precedence.

Please do not attach any Service Provider terms and conditions to this Agreement as they will not be accepted by the CMA and may delay the processes.

For the purposes of the Agreement, the CMA and the Service Provider agree as follows:

- 1) The contract price for the Services and shall be as set out in Annex A of the Agreement.
- 2) The specification of the Services to be supplied is as set out in Schedule 1 of Annex A of the Agreement.
- 3) The address for notices of the Parties are:

**CMA**

Competition and Markets Authority  
The Cabot  
25 Cabot Square

**Service Provider**

AGRF Ltd.  
[Redacted]

London  
E14 4QZ




- 4) The CMA may require the Service Provider to ensure that any person employed in the provision of the Services has undertaken a Disclosure and Barring Service check. The Service Provider shall ensure that no person who (i) discloses that he/she has a conviction that is relevant to the nature of the Services, relevant to the work of the CMA, or is of a type otherwise advised by the CMA (each such conviction a "**Relevant Conviction**"); or (ii) Service Provider to have a Relevant Conviction (whether as a result of a police check, a Disclosure and Barring Service check or otherwise) is employed or engaged in the provision of any part of the Services.


#### Payment

All invoices must be sent, quoting a valid Purchase Order Number, to: [invoices@cma.gov.uk](mailto:invoices@cma.gov.uk) in accordance with the Annex A of the Agreement. Within 10 working days of receipt of your countersigned copy of this Award Letter, we will send you a purchase order (PO) with a unique Purchase Order Number. You must be in receipt of a valid Purchase Order Number before submitting an invoice.

To avoid delay in payment it is important that the invoice is compliant and that it includes a valid Purchase Order Number, Purchase Order Number item number (if applicable) and the details (name and telephone number) of your customer contact (i.e. contract manager). Non-compliant invoices will be sent back to you, which may lead to a delay in payment. If you have a query regarding an outstanding payment please contact our Accounts Payable section either by email to [Finance.Team@cma.gov.uk](mailto:Finance.Team@cma.gov.uk) or by telephone 0203 738 6144/6617 between 09:00-17:00 Monday to Friday.

#### Liaison

For general liaison your contact will be 

We thank you for your co-operation to date and look forward to forging a successful working relationship resulting in a smooth and successful delivery of the Services. Please confirm your acceptance of the award and the Agreement by signing and returning the enclosed copy of this Award Letter to  at the above address **within 5 days** from the date of this Award Letter. No other form of acknowledgement will be accepted. Please remember to quote the reference number above in any future communications relating to this Agreement.

Yours faithfully,



Signed for and on behalf of CMA

Director of Commercial and Contract Management

We accept the terms set out in this Agreement (including the Award Letter and its Annexes).

Signed for and on behalf of the Service Provider.

Name:

[REDACTED]

[REDACTED]

Date:

7/12/2021