



HELLENIC CORPORATION OF ASSETS AND PARTICIPATIONS

Invitation for expression of interest & submission of tenders for the provision of advisory services to the Hellenic Corporation of Assets and Participations S.A. in relation to the exploitation of its rights in the Kalamata Airport.

Date 14/5/2021

I. Introduction

- A. Pursuant to Article 185 of law 4389/2016:
1. The Hellenic Corporation of Assets and Participations (“**HCAP**” or “**Corporation**”) was registered at the General Commercial registry (GEMI no 140358160000) on 25.10.2016.
 2. The Corporation operates in the public interest in accordance with the rules of private industry. In particular, the Corporation manages and uses its assets in order to:
 - (a) contribute resources for the implementation of Greece's investment policy and to make investments that contribute to strengthening the development of the Greek economy and
 - (b) contribute to reducing the financial obligations of the Hellenic Republic, in accordance with law 4336/2015.
 3. Further, and within the Corporation's scope, the Corporation shall also hold the State's participations in public undertakings provided for in law 3429/2005, professionally manage, increase their value and exploit them according to international best practice and the OECD guidelines on corporate governance, corporate compliance and supervision and transparency of procedures, and in accordance with best practice with regard to socially and environmentally responsible entrepreneurship and consultation with the parties concerned by the public undertakings. Public undertakings that are controlled by the Corporation shall (a) be subject to appropriate monitoring in accordance with the rules of Greek and European legislation; (b) implement and support the Government's applicable sectorial policies; (c) when commissioned, undertake the provision of Services of General and General Economic Interest, for example by fulfilling public service obligations, in accordance with EU law and the Union's common values contained therein
 4. In order to fulfil its purpose, the Corporation shall act in an independent, professional and entrepreneurial manner with a long-term vision in achieving its results, in accordance with its Rules of Procedure; it shall also act to guarantee full transparency, with a view to enhancing the value and improving the performance of the abovementioned assets as well as generating revenue which is distributed in accordance with law 4389/2016. Furthermore, the Corporation shall promote reforms of public undertakings, inter alia, through restructuring, good corporate governance and transparency and by fostering accountable administration, social responsibility, sustainability, innovation and good corporate practices.
- B. Pursuant to Article 187 of law 4389/2016 and Article 6 of the Corporation's Articles of Association, the sole shareholder of the Corporation is the Greek State and its shares are non-transferrable.

Background Project information

Pursuant to the provision of article 198 par. 2 law 4389/2016 the rights relating to the administration, management, operation, development, extension and maintenance of all public airports (with the exception of the Regional Airports of Crete, Mainland Greece, Ionian and Aegean, which already have

been operated by concessions agreements, ratified by Articles 215 and 216 of law 4389/2016) and whose organization, operation and administration is owned by the Hellenic Civil Aviation Authority, are transferred automatically and without any compensation from HRADF to HCAP, including the rights to administer, manage and operate the mobile and immovable property related to their operation, as well as commercial or other uses within or near these state-owned airports.

Kalamata International Airport ‘Captain Vassilis Konstantakopoulos’ is a gateway of air tourism in the Peloponnese. Currently it constitutes one of the largest Greek airports operated by the Greek State through Hellenic Civil Aviation Authority (HCAA), and is regarded as particularly important for the wider region. The assignment of a concession for Kalamata International Airport (the “**Kalamata Airport**” or the “**Airport**”) is a prerequisite for further expansion and tourism development.

Taking into consideration,

i. Article 189 para. 1 indent e’ and 2 of law 4389/2016, whereby the Corporation adopted an internal Procurement Regulation, which has been approved by the sole Shareholder of the Corporation by a resolution dated 18.11.2016 and has been published on the HCAP official website (<https://www.hcap.gr/en/>)

ii. Article 2 para. 2.1.C of the Regulation, according to which “Following a decision of the Board, the Company may utilize any other awarding procedure stipulated in EU Directive 2014/24 as implemented into Greek law by virtue of Law 4412/2016”

the Corporation launched an international tender process, as per article 2.4 of its Regulation.

Below are included information about the tender’s procedure.

Information about tender procedure

Awarding Party	Hellenic Corporation of Assets and Participations S.A.
Type of services to be awarded	<p>Provision of advisory services Main CVP</p> <p>79411000 - General Management Consultancy Services</p> <p>Supplementary CVP</p> <p>(i) 66171000 - Financial Advisory Services</p> <p>(ii) 71356000 Technical Services</p> <p>(iii) 79111000 - Legal Advisory Services</p> <p>Place of execution of services:</p>

	Athens, Greece (NUTS Code EL303) Messinia, Greece (NUTS Code EL653)
Registered Seat of the Corporation and details for communication/access to information	4 Karagiorgi Servias Str., 105 62, Athens, Greece NUTS Code EL 303 Tel 0030 210 0106900 Fax 0030 210 0106953 Web www.hcap.gr Additional information may be requested to the following email address: info@hcap.gr
Request for Proposal close date/time	19 July 2021, at 17:00 (Athens local time)
Proposal binding period	As per law 4412/2016
Proposal Submissions	<p>Interested parties should submit their offers with the indication “Tender for the provision of advisory services to HCAP in relation to the exploitation of its rights in the Kalamata Airport”, exclusively via electronic mail (email) to the electronic mail address: info@hcap.gr, and should be protected with a password. The proposal of each Interested Party should comprise of all requested dossiers, along with any other document proving the experience and specialisation of the Interested Parties in the relevant Services.</p> <p>More specifically, in the e-mail for the submission of the offer of each Interested Party, at the penalty of exclusion, at least two, distinct and locked files must be attached. Mandatorily, the financial offer (DOSSIER D) shall be attached in the email of each offer separately and will be protected with a different password.</p> <p>After lapse of the deadline for the submission of proposals, the Interested Parties shall be invited through e-mails to submit the security passwords opening the attached files of their e-mail proposal.</p>
Estimated contract effective date	31/10/2021

Questions in respect of the Request for Proposal process	The interested parties can submit their questions in writing to HCAP, until 5 working days prior the RFP close date. The questions should be submitted to the following e-mail address info@hcap.gr and answers to the questions will be provided electronically to the parties.
Duration	A period of 30 months, starting from the date of contract signature, with the possibility for HCAP with its sole statement to extend it for a maximum of 12 months, if it exercises such option right, after written notice to the Group of Advisors
Proposals language/ supporting documentation language	Greek or English. In case of foreign participating companies there is an option to be submitted in their local language, with an official translation in Greek or English.
Date of Publication on the Official Journal of the European Union (Publications Office of the European Union)	19/05/2021 Publication Number: 2021/S 096-251102
Award Criteria	See below criteria under par. V, VI, VII

Proposals that will be submitted to HCAP without being in line with the above, they will not be considered as valid and will not be evaluated by HCAP. Every Interested Party submits one offer for all requested services mentioned below.

II. Scope of Services

In this context, HCAP conducts a bidding process with a request for proposals for the appointment of a Group of Advisors (Financial, Legal, Technical - Traffic) (the “**Advisors**” or “**Specialised Advisors**” or “**Interested Party**”) in order to provide advisory services aiming to grant a relevant concession agreement and management rights to a strategic investor (Concessionaire) (the “**Transaction**”).

The assignment is expected to include (indicatively):

- (i) Review of the current status of the Airport from a financial, operational and legal point of view.
- (ii) Valuation and possible incorporation exercise.
- (iii) Preparation of Business Plan – Financial Model
- (iv) Preparation of a report(s) with the financial advisor’s optimum (re)structuring proposal so as to maximize HCAP’s (and HR’s) value, taking into account all outstanding issues, i.e. capex required, possible operational, regional, military and financial restrictions etc.
- (v) Preparation of reports & proposals to be submitted to HCAP BoD regarding the Transaction

- (vi) Assist HCAP (HR and HCAA as the case may be) in the implementation of the proposed (re)structuring and tender procedures for granting concession rights for the Airport.

In detail, the scope of the work of the Advisors includes indicatively the following:

II.1. Scope of the Engagement of the Financial Advisor (Scope of Work)

1. Phase A. Assessment of the existing infrastructure

- 1.1 Coordinate the Specialised Advisors in reviewing and assessing the current status of the Kalamata Airport from a financial, operational and legal point of view
- 1.2 Coordinate and support the Specialised Advisors in the review of the current status and prospects of the Kalamata Airport from an economic, technical, operational, regulatory and legal standpoint as well as its capex / investment requirements
- 1.3 Analyse the key objectives of HCAP and the HR and assess the available options in connection with the aim to proceed to the implementation of a long-term concession agreement structure
- 1.4 Coordinate the Specialised Advisors and liaise with the relevant authorities (including the military / Hellenic Air Force / HAF due to the military use of the Kalamata Airport) in assessing possible aviation, competition or state aid issues

2. Phase B. Economic assessment

- 2.1 Economic assessment (the task to be conducted with the cooperation and assistance of the Technical Advisor)
 - 2.1.1 Economic feasibility study
 - ✓ Financial forecast preparation: revenue (aeronautical and non-aeronautical), operating expenses, capex
 - ✓ Evaluation of commercial viability
 - 2.2.2 Review of tariff-setting options
 - ✓ benchmarking analysis
 - ✓ Recommendations for tariff structures based on the results of the economic feasibility study
 - 2.2.3 Valuation model
- 2.2 On the basis of the above, review and analyse alternative options available for the optimum organisation and monetization of the Kalamata Airport - within the agreed framework of a long-term concession – and submit together with the other Specialised Advisors a report to HCAP and HR on the recommended structuring proposal aiming at maximizing value, taking into account any outstanding issues i.e. capex required, possible operational, regional and financial restrictions etc. Execute, liaise and coordinate with the other Specialised Advisors employed by HCAP in the implementation of the selected organisation option and in addressing technical, tax, financial, legal and regulatory issues, if required.

3. Phase C. Tendering process for the assignment of concession

- 3.1 Prepare an information memorandum for distribution to potential investors and identify and solicit interest from potential investors
- 3.2 Prepare the necessary tender documents for the monetisation of the Kalamata Airport through the assignment of a long-term concession

- 3.3 Launch / conduct the tender process, as necessary, including but not limited to coordination of any due diligence process, consultation and/or negotiation meetings with potential investors, their respective teams and any other party necessary, to be conducted at any stage / phase of the tender process and up to the conclusion of the tender and assignment of the concession (Concession Agreement put into force and effect / Financial Closing / Effective Date)
- 3.4 Evaluate, from a financial point of view, the proposals (bids) to be received in relation to the tender process and submission of proposals to HCAP (and HR as the case may be)
- 3.5 After decision by HCAP on the Preferred Bidder, assist in the negotiations and actions leading to the signing of the concession agreement, and the fulfillment of the conditions precedent necessary for the occurrence of financial closing and effective date of the concession

The Financial Advisor will co-ordinate the work of the other Specialised Advisors to be employed by HCAP through all phases of the Transaction.

II.2 Scope of the Engagement of the Technical & Traffic Advisor (Scope of Work)

As part of its engagement the Technical and Traffic Advisor will perform such traffic and technical advisory services for HCAP, in cooperation with the other Specialised Advisors in connection with the Transaction as are customary and appropriate, in accordance with market practice, in transactions of this type. In particular, the Technical and Traffic Advisor will be responsible for the following activities:

1. Phase A. Assessment of the existing infrastructure

- 1.1 Assessment of land status
- 1.2 Assessment of technical condition of existing facilities
- 1.3 Assessment of licensing / permits status
- 1.4 Analysis and assessment of civil and military aviation activities and infrastructure utilised by each of the two activities
- 1.5 Assessment of existing capacity of airport (airspace, runways, aprons, passenger terminal capacity, other)
- 1.6 Analysis of historical traffic dynamics
- 1.7 PSO status
- 1.8 In cooperation with the Financial Advisor assessment of existing management and operation; operational and financial analysis / assessment (indicatively management structure, operational plans, budget, aeronautical revenue and Airport Development Fund revenue, existing tenants, revenue from commercial activities, other revenue sources, maintenance and capex plans
- 1.9 Environmental compliance and assessment of permits

2. Phase B. Economic assessment (The Technical & Traffic Advisor will assist the Financial advisor in performing the relevant task of its Scope of Work)

- 2.1. Economic feasibility study
 - Financial forecast preparation: revenue (aeronautical and non-aeronautical), operating expenses, capex
 - Evaluation of commercial viability
- 2.2. Review of tariff-setting options
 - benchmarking analysis
 - Recommendations for tariff structures based on the results of the economic feasibility study

2.3 Valuation model. Provision of inputs and primary variables for the valuation model

3. Phase C. Tendering process for the assignment of concession

3.1 Traffic forecast update (if required)

3.2 Preparation of detailed capex plans for the concession

3.3 Preparation of the Technical Vendor Due Diligence report

3.4 Support of other Specialised Advisers of HCAP in the preparation of an Information Memorandum and, in general, tender documentation and support in the execution of the selected tender process including indicatively:

- Preparation of technical pre-qualification and bid criteria
- Support during the tender process and the consultation process
- Support of the other Specialised Advisers of HCAP in conducting the bid analysis
- Interaction with bidders in relation to the technical aspects of bids
- Assistance, in cooperation with the other Specialised Advisers, in the financial closing and commencement of concession (Effective Date)

II.3. Scope of the Engagement of the Legal Advisor (Scope of Work)

The legal services to be assigned include the provision of legal advice and assistance to HCAP and its other Specialised Advisers in relation to all issues of Greek and EU law, in relation to the preparation, tendering and assignment of a long-term concession basis of the Kalamata Airport.

1. Phase A. Review of the existing infrastructure

1.1 Review and assessment - from a Greek and EU law perspective - of the current applicable statutory and regulatory framework of the aviation sector. Legal advice and assistance on the drafting of a regulatory framework required for the Transaction.

1.2 Review and assessment of the Kalamata Airport current status and its legal and contractual obligations that may affect the Transaction.

1.3 Review and analysis (from a legal point of view) of available options for the optimum organisation and regulation of the Kalamata Airport (if required).

2. Phase B. Assessment

2.1 Review and assessment, from a Greek and EU law perspective, of the structuring options of the Transaction that will be proposed by the other Specialised Advisers to HCAP and assistance in implementing those alternative options.

2.2 Review and assessment of the selection process to be implemented and its compatibility with the legal and regulatory framework in the European Union.

2.3 Review of the Greek and EU legal and regulatory requirements, as well as any requirements that may be imposed by the EU authorities, with regard to the Transaction and compliance of the Transaction with Greek and EU legal and regulatory framework.

2.4 Legal advice and assistance with respect to the Transaction, relating to any obligations vis-à-vis the competent EU authorities and/or any third parties and negotiations with such authorities; and co-ordination with the other Advisers of HCAP.

3. Phase C. Tendering process for the assignment of concession

- 3.1 Legal support and assistance in the drafting and negotiation of any tender documents, contractual and other documentation that may be required for the implementation of the Transaction and up to the completion of it (indicatively the Invitation for Submission of Expression of Interest document, the Phase B tender documents, the concession agreement and any other action administrative of legal that may be required for the implementation of the Tender and the Transaction)
- 3.2 Legal support and assistance during the tender process including indicatively the vendor due diligence process and virtual data room (if deemed necessary)
- 3.3 Drafting and delivering of any advice and opinions (from a legal point of view) to HCAP as may be requested in relation to the Transaction, including review of any opinions, presentations etc., provided by the other Specialised Advisors of HCAP.
- 3.4 Legal support and assistance in relation to any other action that may be required for the execution and completion of the Transaction, including but not limited to negotiations with bidders, submission of relevant file to Audit Council (Ελεγκτικό Συμβούλιο), fulfilment of any conditions precedent for the finalisation of the tender and achievement of financial closing and Effective Date

III. Duration

The services contract is for a period of 30 months, starting from the date of contract signature, with the option for HCAP with its sole statement to extend it for a maximum of 12 months, if it exercises such option right, after written notice to the Group of Advisors.

IV. Budget

The maximum budget for the provision of the above services by the Group of Advisors amounts to three hundred and eighty thousand Euros (380,000), excluding VAT. Offers that exceed the above budget shall not be considered.

The above budget shall include all expenses.

In the contract to be concluded, the parties shall agree on the payment structure per phase of the services contract.

HCAP, at its sole discretion, may terminate the services contract at the end of each of the first two phases (A & B) of the services contract.

The Group of Advisors will be asked to issue a letter of guarantee, which will amount to 10% of the agreed fee. In case of exercising the option, the Group of Advisors must extend or issue a new letter of guarantee at 10% of the agreed fee for the extension of the contract.

V. Participation Requirements

The Interested Parties which shall participate in this request for proposals shall declare solemnly and accept fully and without any reservation that:

- (i) Meet the conditions for participation to this RfP.

- (ii) The bidding process is conducted exclusively in accordance with the terms and conditions of this RfP.
- (iii) Guarantee fully and without any reservations the accuracy of their financial offer.
- (iv) The submitted offer is binding upon the submitting party as per the provisions of law 4412/2016 and that HCAP shall have the right to call them in writing for the conclusion of a contract and the Advisors shall be obliged to proceed.
- (v) Have tax and insurance certificate and they abide with the obligations arising from environmental, social security and labour law, as provided by law 4412/2016.
- (vi) Do not occur in their person any of the reasons for exclusion included in law 4412/2016 and especially of articles 73 & 74 of law 4412/2016. In case of a legal entity the above exclusion grounds shall not be fulfilled by any of the legal representatives or managers or members of the management board of the candidate legal entity.
- (vii) Are not facing bankruptcy or are under liquidation, compulsory administration of property, composition in bankruptcy or other similar situation, suspension of operations or any other equivalent situation as well as they are not in the proceedings of declaring bankruptcy or liquidation or compulsory liquidation in accordance with the legal provisions of the country in which they are established.

Each candidate submits a solemn declaration (**DOSSIER E**) where it declares that all the conditions for participation in the competition mentioned in this invitation are met. HCAP may at any time request the relevant supporting documents that certify and prove the requested data, in accordance with the provisions of law 4412/2016.

All solemn declarations should be signed by the legal representative or other person of each company, who is authorized by virtue of abstract from the board of directors or other competent body or the Articles of Association, to bind the company, including participations in tenders.

VI. Selection Criteria – Evaluation of Offers

The Interested Parties, among others, must have and be able to demonstrate and provide indisputable evidence of in-depth market knowledge and expertise in such assignments.

In particular, the qualitative and financial selection criteria for the Interested Parties are:

1. Track Record & Experience:

Concrete description of relevant experience and track record in the provision of related specialised services, of such nature (**DOSSIER A**). More particularly, shall be included:

Experience in the Greek market and transactions of similar nature (long-term concessions). Relevant experience in the sector will be appreciated (weight 35%).

2. Project Team:

Proposed team composition and structure, including relevant experience of the team leader and senior members of the team. The dossier of the offer should include the CVs of all members of the proposed

team by the interested parties, as well as a clear description of the added value of each member in the team, depending on their area of responsibility and experience (**DOSSIER B**) (weight 35%).

3. Methodology & approach:

The interested parties should submit within their proposal, a brief description of the proposed methodological approach to the project, the identification of critical issues, the working method, with an indicative timetable for the implementation of the Transaction (**DOSSIER C**) (weight 30%).

4. Financial Offer:

The financial offer of the interested parties (**DOSSIER D**) should specify the fee for the whole project.

All amounts are required to be stated in Euro.

The financial offer should be absolutely clear and it will be excluded if it contains proposals that do not allow for accurate and complete comparison of the tenders (for example "For discussion", "Depending on x", "alternative financial offer" etc.) or if it refers to external conditions.

The evaluation of the offers shall be performed based on the above mentioned qualitative criteria under elements 1,2 & 3 and the financial offer, which will be taken into account with the respective weighting factor.

5. Calculation of the Combined Score

The combined score (TPMi) for each bidder will be calculated according to the following equation:

$TPMi = [TMi / TMmax] * [0.70] + [FMmin / FMi] * [0.30]$ where,

TMi = The Bidder's Overall Technical Rating i (i will be on a scale between 0-10)

TMmax = Highest Technical Score Among Bids

FMi = The Bidder's Financial Offer i

FMmin = The Lowest Financial Offer Among the Bids

VII. Conflict of interest/ Confidentiality statement and financial qualifications

The Interested Parties and the project team members should declare solemnly that they are not in conflict of interest regarding the services they are requested to provide to HCAP. Additionally, that they do not have a professional relationship, or that they do not provide services to third parties, such as those that may constitute a conflict of interest and that in case the assignment is awarded, will be indicated that it will not lead to a conflict of interest for any of the parties involved.

The statement of non-existence of a conflict of interest must be signed by the legal representative of each legal entity expressly stating that he is also undertaking commitment in relation to the employees of that legal entity. In case that are used external partners, employees of affiliated companies or other legal entities in joint venture or under subcontracting agreement, then for every legal entity regarding

the members of the project team working at it, should be included in the file a statement of non-conflict of interest.

This conflict of interest statement (**DOSSIER E**) will be valid for the whole duration of the services provided to HCAP.

HCAP may request, at any time, from the Interested Parties and the project team members to provide clarifications and evidence on conflict of interest issues.

The Interested Parties must observe and abide by their professional code of conduct and relevant confidentiality rules.

The Interested Parties and the project team members should declare solemnly, when the assignment is awarded, that they ensure the confidentiality of any available information either at the stage of the tender process or later; thus, they will be asked to sign a Confidentiality Agreement (Non-Disclosure Agreement).

Especially due to the budget of the project to be awarded and its importance, the Group of Advisors should submit a solemn declaration (**DOSSIER E**) that during the last three (3) fiscal years and according to their books and figures, the average annual turnover of at least one party of the Group of Advisors was at least twice of the total budget of the contract.

VIII. Personal Data

In the context of the submission and / or evaluation of a specific offer, HCAP may collect and process personal data (such as personal data of legal representatives / staff of the Interested Party, etc.) as data controller, if required. Any such processing shall be carried out as set forth in the HCAP's "Policy for the processing of Personal Data-Information Notice", which can be found at the following link "[Policy for the processing of Personal Data](https://www.hcap.gr/en/policy-for-the-processing-of-personal-data/)" and forms an integral part of this request (https://www.hcap.gr/en/policy-for-the-processing-of-personal-data/).

By submitting an offer for this request, shall be deemed that the Interested Parties have fully and unreservedly accepted the following:

- a. that they have carefully read, prior to the submission of the offer, HCAP's "Policy for the processing of Personal Data-Information Notice" which forms an integral part of this request and agree with its content.
- b. that they have informed the natural persons whose personal data may be transmitted by the Interested Parties to HCAP for such transmission as well as in relation to the content of HCAP's Policy and have received their explicit consent (if required by applicable provisions) to the transmission of their personal data to HCAP, in accordance with this Policy.

IX. Selection Process

1. The Advisor will be selected in accordance with the provisions of the HCAP's Procurement Regulation (art 2 par. 4). The date and place of opening of the offers shall be determined following decision of the competent HCAP organ and as provided by HCAP's Procurement Regulation. The assessment shall take into consideration the selection criteria as set above. The tender process will be awarded to the Interested Parties with the highest score. HCAP may require any clarification, addition or adjustment of the submitted documentation as deemed necessary. Any clarification or addition to documents shall refer exclusively to ambiguities, nonmaterial discrepancies, or obvious typical errors that can be subject to correction or addition.
2. Interested Parties that do not fulfil the minimum requirements for participation, as set above, will not be considered in the selection process.
3. HCAP hereby reserves the right to extend or amend the engagement so as to include complementary services (if necessary), that may be required and cannot be identified at the present time and from a technical, legal and financial perspective will prove to be inseparable from such engagement, in accordance with applicable law.
4. HCAP reserves, at the fullest extent possible and at its exclusive discretion, the right to cancel, suspend, amend or postpone until a later time the selection process, without any prior notice, as well as to terminate any negotiations or discussions at any stage of the process, without incurring any liability whatsoever against any participant and/or any third party.
5. No responsibility or liability is or will be accepted by either the HCAP or any of its advisors, agents, employees and officers in respect of any error or inaccuracy or omission from this document. No person acquires any right or claim for compensation or other from this Invitation or from their participation in the procedure described herein, against the HCAP or any of its advisors for any reason or cause.
6. Interested Parties shall be considered to have fully and irrevocably accepted the terms and conditions of this competition.
7. Any dispute arising under, or out of, or in connection with the present Request for Proposals including the offers submitted and the agreement to be signed, shall be subject to the exclusive jurisdiction of the Courts of Athens, Greece and the governing law will be the Greek Law. As regards the administrative appeals the provisions of Section IV (Arts. 345 et) of Law 4412/2016 will be applied.
8. The Proposals that will be submitted are considered as suggestion to HCAP and not as accepted proposals.
9. The award of the assignment is subject to the conclusion of a written contract. In case the preferred bidder fails to agree with the Corporation on the terms and conditions of the contract within reasonable time, the Corporation reserves its right at its exclusive discretion to nominate as preferred bidder and award the assignment to the substitute preferred bidder. In such case the award of assignment shall also be subject to the conclusion of a written contract.

10. Interested parties should submit their offers with the indication “**Tender for the provision of advisory services to HCAP in relation to the exploitation of its rights in the Kalamata Airport**”, exclusively via electronic mail (email) to the electronic mail address: info@hcap.gr, and should be protected with a password. The proposal of each Interested Party should comprise of all the above requested dossiers, along with any other document proving the experience and specialisation of the Interested Parties in the relevant Services.

More specifically, in the e-mail for the submission of the offer of each Interested Party, at the penalty of exclusion, at least two, distinct and locked files must be attached. Mandatorily, the financial offer (**DOSSIER D**) shall be attached in the email of each offer separately and will be protected with a different password.

After lapse of the deadline for the submission of proposals, the Interested Parties shall be invited through e-mails to submit the security passwords opening the attached files of their e-mail proposal.

11. The offers of Interested Parties must be submitted not later than 19/7/2021, 17:00 pm Athens local time.