

Athens, 04/06/2024

**HELLENIC CORPORATION OF ASSETS AND PARTICIPATIONS S.A.(“GROWTHFUND”)
REQUEST FOR PROPOSALS FOR THE PROVISION OF
Advisory services to the Hellenic Corporation of Assets and Participations S.A. for ‘Strategy and
operations for digital transformation and innovation’**

I. Procedural Information

Contracting party	Hellenic Corporation of Assets and Participations S.A. ("GROWTHFUND")
Type of contract	Services Contract
Number of envisaged contractors	One (1) Advisor
Maximum budget of the agreement	€350,000 Euros not including VAT
Registered seat of the Corporation and details for communications/access to information	<p>4, Karagiorgi Servias street, P.C.: 10562, Athens, Greece</p> <p>NUTS Code EL 303 Tel 0030 210 0106900 Website www.growthfund.gr</p> <p>Additional information may be requested to the following email address: info@growthfund.gr.</p>
Proposal close date/time	15/07/2024, 17:00 (Athens time)
Questions in respect of the Request for Proposal process	The interested parties may submit their questions in writing to GROWTHFUND until ten (10) days prior the RFP closing date. The questions should be submitted to the following email address info@growthfund.gr and answers to the questions will be provided electronically to the parties.
Duration	The Advisor is required to submit the final deliverable within ten (10) months from the date of signing the services agreement with GROWTHFUND.
Proposal's language /supporting documentation language	Greek or English
Award criteria	See below criteria under relevant section.

II. Background on the Hellenic Corporation of Assets and Participations / Legal framework:

This Request of Proposals (“RFP”) is launched and managed by GROWTHFUND.

Pursuant to article 185 of Law 4389/2016 as in force GROWTHFUND operates in the public interest in accordance with the rules of private industry. It is set up to serve a specific public purpose. In particular, GROWTHFUND 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. Further it is provided that in order to fulfill its purpose, GROWTHFUND acts in an independent, professional and entrepreneurial manner with a long-term vision in achieving its results, in accordance with its Rules of Procedure; it also acts 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. Finally, it is provided that GROWTHFUND may take any action necessary to achieve its purpose within the framework laid down by Law 4389/2016.

To that effect, and by virtue of the present RFP, GROWTHFUND is launching a request, inviting interested parties (“Interested Parties” or “Advisors”) to submit Proposals, for the conclusion of an Agreement for the provision of the requested services (“Agreement or contract”).

The present procedure falls under the following CPV codes:

CPV	Description
79410000-1	Business and management consultancy services
79411000-8	General management consulting services

Greece shall be the place where the foreseen services are provided.

Interested parties are hereby invited to submit a proposal (the “Proposal”) according to the terms of this RFP.

Interested Parties may also participate under a group or consortium. In this case, a member of the group or consortium shall be appointed as Leader (the “Leader”).

The tender process for the award of the services mentioned in this RFP (the “Tender Process”) shall be conducted according to GROWTHFUND’s Procurement Regulation (the “Regulation”), in accordance with article 189 para. 1 indent e’ and 2 of Law 4389/2016, which has been approved by the sole Shareholder of GROWTHFUND by a resolution dated 18.11.2016 and has been published on GROWTHFUND’s official website.

Further, article 377 para. 5 of Law 4412/2016, as in force provides that the provisions of article 189 para. 1 indent e' and 2 of Law 4389/2016 as well as any delegated acts thereof remain valid even after the entry into force of national public procurement Law (i.e. 4412/2016).

Therefore, GROWTHFUND launched an international tender process, as per article 2.4 of its Regulation.

The Tender Process has been subject to the following publication procedures:

- a. A contract notice was submitted to the Official Journal of the EU on the 04/06/2024, and it has been published on 05/06/2024 (Notice number in the OJS 2024/S 108-331459).
- b. A publication on GROWTHFUND's website.

Proposals that will be submitted to GROWTHFUND without being in line with the provided in the present will not be considered as valid and will not be evaluated by GROWTHFUND. Every Interested Party, including consortium/ joint ventures submits one (1) Proposal for all requested services mentioned below.

The Interested Parties by participating in the present procedure it is assumed that they agree fully and without any reservations with the terms of the present RFP, that they guarantee fully and without any reservations the accuracy of their financial offer, that the submitted Proposal is binding upon the submitting party for a period of six (6) months and that GROWTHFUND shall call same in writing for the conclusion of a contract and the Advisor shall be obliged to proceed.

GROWTHFUND may at any time request relevant supporting documentation to the submitted Proposal, either at this stage or prior to concluding any agreement.

III. Scope of the Project

Growthfund subsidiaries are planning and implementing significant digital transformation initiatives either through modernization of existing enterprise and service delivery systems or through the development of solutions to support new lines of business. Such initiatives are often driven by isolated technology influence and technology debt, although a strategic view is needed, especially when new systems are both technology upgrades and business transformation enablers. For example, a new solution may be deployed to address a certain business need (as in the case of chatbots aiming to improve the customer experience), without the equivalent operational or delivery system automations and upgrades to drive a truly impactful outcome. At the same time, research, technology foresight & updates as well as strategic guidance, including benchmarks and best practices on digital transformation & innovation, are key elements to support the group companies in their digital transformation and innovation uptake journey. A group initiative is essential to ensure consistency, reuse of best practices across the portfolio and achieve economies of scale.

Growthfund has developed for its portfolio companies the Digital Transformation Index (DTI), a complex index based on international best-practices to monitor the performance of the portfolio

companies in the field of digital transformation and innovation. The methodology for measuring and recording the DTI scores based on questionnaires and appropriate sub-indicators, while the Index holistically represents the digital maturity of the portfolio companies in the following seven areas: Digital Strategy, Digital Customer, Digital Operations, Digital Enterprise, Technology & Digital Applications, Innovation, Digital Skills. However, the DTI alone is not sufficient to ensure a successful and sustainable digital transformation and innovation journey for the group.

Digital transformation activities per portfolio company stand to greatly benefit from expert technology foresight and research, support on the development of a coherent digital transformation strategy and the development of robust business cases for major digital investments, assessing the value of technology and highlighting the forecasted impact on key performance indicators.

Equally important is monitoring the progress of digital projects and the implementation of digital transformation itself, across the portfolio companies, while periodically reporting on the impact of digital projects, products, and services on relevant business KPIs.

In addition to the above aspects, innovation is a core element of digital transformation, therefore support in developing and implementing innovation management capabilities in the portfolio companies is paramount.

To that end, Growthfund shall carry out a call for tenders to select an independent Advisor, recognized and of international standing, to provide advisory services for 'Strategy and operations for digital transformation and innovation' and support both Growthfund's Digital Transformation and Innovation Division in its group-wide operations, as well as the portfolio companies to reach digital transformation goals and embrace innovation management, while maximizing business value.

In this environment, the scope of the present RFP includes the following consulting services towards Growthfund, related to group-wide and portfolio company specific activities, applicable also to the portfolio companies in scope of the present RFP.

A. Digital transformation strategy development and execution services

A1. Foresight

- Foresight input on impactful technologies for the Growthfund portfolio companies on a periodic basis
- Research & strategic guidance (e.g. benchmarks and best practices) on digital transformation & innovation
- Delivery of proposals and support for group-wide dissemination of relevant best practices regarding technology solutions and services
- Provision of insight on technology choices for the subsidiaries' major digital transformation investments in relation to best-practices and latest technology developments.

A2. Strategy development

- Review and updates on individual subsidiaries' digital transformation strategies to accommodate technology foresights and best practice, emphasize the strategic objectives and define the digital capabilities required to achieve the objectives
- Categorization and prioritization of the digital intervention areas based on the estimated benefit and technical complexity of their implementation, as well as their degree of innovation, proposing actions/projects for the implementation of these intervention areas.
- Identification of technologies, standards, and technological guidelines to serve as prerequisites for the design and implementation of the digital intervention areas, and design of the technological roadmap that will support the implementation of these digital intervention areas.
- Alignment of individual subsidiaries' digital transformation strategies with their business plans, by correlating desired business outcomes, metrics and objectives to technology metrics and initiatives.

A3. Business cases for selected projects

- Introduce a lightweight framework for technology value, including the cost of technology for major digital transformation investments, using a taxonomy and/or tool to describe cost sources, technologies, IT resources and solutions
- Deliver the business cases of up to five (5) flagship digital transformation projects, selected from the subsidiaries' digital transformation portfolios, addressing affected business (financial, operational, customer, ESG etc.) and technology metrics, objectives and KPIs as well as the cost of technology

A4. Product/service portfolio management

- Establish a lightweight digital product/services portfolio management framework for the subsidiaries
- Support the delivery of product/services portfolio roadmaps across subsidiaries¹

Indicative deliverables for A type services include:

- DA1. Foresight reporting²
- DA2. Digital transformation strategy advisory: objectives, capabilities, technological directions and business plans alignment, as delivered per portfolio company
- DA3. Technology value framework definition
- DA4. Business cases for flagship projects

B. Digital transformation operations services

B1. Implementation support

¹ Required to be completed by month 4 of the project

² Expected at least twice during the project duration (e.g. at month 4 and month 10 of the project)

- Support the efficient execution of key digital transformation projects across the portfolio companies (up to 10), providing advice on the integration of technology and business aspects

B2. Progress monitoring, reviews and reporting

- High-level project & progress reporting on flagship projects across the portfolio (up to 10)
- Digital transformation progress monitoring:
 - Digital strategy execution and digital transformation performance target setting and reporting – Digital Transformation Index operations
 - Business-driven metrics' (financial, operational, customer, ESG etc.): target setting and reporting for flagship projects (as identified in the relevant business cases)
- Review of digital products/services portfolio per portfolio company

B3. Group-wide digital transformation activities

- Operational support to Growthfund for the implementation of initiatives across the portfolio

Indicative deliverables for B type services include:

- DB1. Quarterly reports on key digital transformation projects' implementation support
- DB2. First review of the digital products/services portfolio per portfolio company³
- DB3. DTI 2025 target setting⁴

C. Innovation management services

C1. Innovation framework

- Deliver the methodological framework for the lifecycle management of digital innovation ideas, services, and products from extraction, prioritization, and selection to their development and implementation (innovation processes)
- Deliver and support the process of selecting and managing external innovation partners (partner selection & management process) for the creation of new digital ecosystems with Growthfund at their center
- Deliver KPIs to evaluate the adoption of innovation processes across the portfolio

C2. Innovation management operations

- Support the translation of business needs/priorities/opportunities to innovation ideas and daily innovation activities

Indicative deliverables for C type services include:

³ Required to be completed before the end of the project

⁴ It is clarified that, with regards to DTI target setting and monitoring/reporting, the scope of the project covers the time period from 1/1/2025 until the project end.

- DC1. Methodological framework for innovation
- DC2..n. Recurrent reports (at least quarterly) on the support of innovation operations across the portfolio (applications of the innovation framework, lifecycle support for ideas, services and products, selection and management of innovation partners, production of innovation ideas etc.)

The Growthfund companies for which the above Advisory services must be provided, by sector of economic activity, are:

- Transport/infrastructure
 - Transport for Athens (OASA) (<https://www.oasa.gr/en/>)
 - OSY (<https://www.osy.gr/>)
 - STASY (<https://stasy.gr/en/>)
 - Corinth Canal (AEDIK) (<https://corinthcanal.com/>)
- Asset management
 - TIF/HELEXPO (<https://helexpo.gr/>)
 - GAIAOSE (<https://www.gaiaose.com/>)
 - Hellenic Public Properties Co (ETAD) (<https://hppc.gr/>)
- Postal services
 - Hellenic Post (ELTA) (<https://elta.gr/>)- ELTA Courier (<https://www.elta-courier.gr/>)
- Central food markets/goods supply services
 - Central Markets and Fishery Organisation (OKAA) (<https://www.okaa.gr/>)
 - Central Market of Thessaloniki (KATH) (<https://www.kath.gr/el>)
 - Hellenic Saltworks (ALYKES) (<https://saltworks.gr/>)

Considering the nature, scope of activity, regulatory obligations, and characteristics of the infrastructure and services of the portfolio companies, the provided services, as described above, are expected to follow similar methodologies for those companies that present comparable characteristics.

IV. Duration

The project provision contract has a duration of ten (10) months, starting from the date the contract is signed;

Growthfund has the right to unilaterally extend the duration of the contract up to the completion of the project and delivery of all required deliverables following written notice to the Consultant one month prior to the contract's expiration. In this case the fee remains the same and shall not be affected in case of extension of the contract in terms of time.

V. Budget

The maximum budget for providing the above services amounts to **€350,000**, excluding VAT. Proposals that exceed the above budget shall not be considered. This amount shall include the total of any expenses / expenditures required for the implementation of the project.

GROWTHFUND reserves the right to request anytime during the term and/or the extension period the provision of additional services not covered by the present RfP. Should GROWTHFUND exercise said option right, the Advisor shall be obliged to render the requested additional services within the context of and in accordance with the agreement and with the same rates. The maximum total available budget for additional services shall not exceed the fifty percent (50%) of the initial budget. It is in the absolute discretion of GROWTHFUND to assign additional services, which shall not exceed the aforementioned budget cap (50% increase). In this context, the total estimated value of the agreement corresponds to **€525.000**, not including VAT.

The selected Advisor shall be requested to issue a letter of guarantee for an amount equal to 10% of the agreed fee. If the duration of the contract is extended, the Advisor shall submit a letter of guarantee covering the total duration of the project and amounting to 10% of the total value of the contract.

VI. Grounds for exclusion

The Interested Parties which shall participate in this RFP shall declare solemnly and accept fully and without any reservations that:

- (i) Do not occur in their person any of the reasons for exclusion included in article 57 (1) of the Directive 2014/24. In the case of a legal entity the above exclusion grounds shall not be fulfilled by any of the members of the administrative, management or supervisory body or persons that have powers of representation, decision, or control.

The objective of the exclusion criteria is to assess whether an Interested Party (or a member of its administrative, management or supervisory body or a person that has powers of representation, decision or control therein) falls under the exclusion situations included in Article 57 (1) of the Directive 2014/24, i.e. whether that Interested Party has been the subject of a conviction by final judgment for one of the following reasons: participation in a criminal organization, as defined in Article 2 of Council Framework Decision 2008/841/JHA; corruption, as defined in Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of Member States of the European Union and Article 2(1) of Council Framework Decision 2003/568/JHA as well as corruption as defined in the national law, i.e. as defined in any of the articles 159A, 236, 237 paras. 2-4, 237A para. 2, 396 para. 2 of the Greek Criminal Code; fraud within the meaning of Article 1 of the Convention on the protection of the European Communities' financial interests; terrorist offences or offences linked to terrorist activities, as defined in Articles 1 and 3 of Council Framework Decision 2002/475/JHA__respectively, or inciting or aiding or abetting or attempting to commit an offence, as referred to in Article 4 of that Framework Decision; money laundering or terrorist financing, as defined in Article 1 of Directive 2005/60/EC of the European Parliament and of the Council; child labor and other forms of trafficking in human beings as defined in Article 2 of Directive 2011/36/EU of the European Parliament and of the Council.

- (ii) They have tax and insurance certificate and are not in breach of their obligations relating to the payment of taxes or social security contributions and further they abide with the

obligations arising from environmental, social security and labor law, as provided by Directive 2014/24 (article 18 para. 2).

This exclusion ground in relation to the payment of taxes or social security contributions shall no longer apply when the Interested Party has fulfilled its obligations by paying or entering into a binding arrangement with a view to paying the taxes or social security contributions due, including, where applicable, any interest accrued or fines.

(iii) They are not bankrupt or are not the subject of insolvency or winding up proceedings, their assets are not being administered by liquidator or by the court, are not in an arrangement with creditors, their business activities are not suspended, or they are not in any analogous situation arising from a similar procedure under national laws and regulations.

(iv) They are not guilty of grave professional misconduct which renders their integrity questionable.

Interested Parties found to be in an exclusion situation will be rejected.

As evidence of the above each candidate submits a European Single Procurement Document (ESPD). In the case of consortia/joint ventures, the exclusion criteria are examined with regards to each individual member of a consortium/joint venture.

In case of reliance in the capacity of third parties for the fulfilment of the selection criteria, the exclusion criteria are examined and with regards to the above entities (third parties), according to the provisions of this RFP. Interested Parties shall include in the respective Dossier of their Proposal an ESPD of the above entities as well.

Economic entities, that in any way fall under the prohibitions of Regulation (EU) 2022/576 for the amendment of Regulation (EU) no. 833/2014 on restrictive measures due to Russia's actions destabilizing the situation in Ukraine (L 111/1) shall not participate in this Call, and specifically if the economic operator is: a) a Russian citizen or a natural or legal person, entity or body that has its headquarters in Russia, or b) legal person, entity or body whose property rights are directly or indirectly held by an entity referred to in point a) of this paragraph in a percentage of more than 50% or c) natural or legal person, entity or body acting on behalf of or on behalf of an entity referred to in point a) or b) of this paragraph, including, when they account for more than 10% of the contract value, subcontractors, suppliers or entities on whose capabilities it relies within the meaning of Directive 2014/24.

Interested Parties are required to demonstrate their financial and technical standing and professional experience in relation to the assignment. The selection criteria for this RFP, including the minimum levels of capacity, the basis for assessment and the evidence required, are specified below. Proposals submitted by Interested Parties not meeting the minimum levels of capacity envisaged in paragraphs below, will be rejected.

VII. Selection criteria – Minimum Requirements

Suitability to perform the professional activity.

All Interested Parties must prove that they are registered to pursue their professional activity under applicable law, depending on the country of their establishment, through the completion of the relevant section of the ESPD (see article XI of the present RFP). The successful interested party shall be required to submit relevant documentation as per article XIV of the present RFP.

Each Interested Party – and in case of consortia/joint ventures, each member thereof – shall state in the ESPD document(s) to be submitted information concerning registry to pursue their professional activity as required per applicable law.

Technical and Professional capacity

Interested Parties must submit a brief description along with their Proposal, as well as certificates regarding adherence to standards as follows:

- Quality assurance: EN ISO 9001 or equivalent
- Information security, cybersecurity, and privacy protection: ISO/IEC 27001 or equivalent

In the case of a consortium, the Leader must have at least the above certificates. Interested Parties cannot rely on other entities to meet the above requirements.

The interested parties shall, inter alia, have and be able to prove and provide indisputable evidence of their in-depth knowledge of the market and their specialisation in similar projects. Their performance and experience must be demonstrated by a clear description of relevant experience and performance in the provision of such specialised services through documentation of relevant experience in the Greek or international market included in the expression of interest dossier (**DOSSIER A**).

- In the case of a consortium, experience may be covered collectively by all consortium members.
- In terms of experience, Interested Parties may rely on other entities. In this case, they shall demonstrate that they will have the necessary resources by submitting the respective commitment undertaking from the entities on which they are relying (see relevant section).

Candidate contractors must have successfully executed, during the past five (5) years (2019-2023) and up to the publication time of this Request:

- Four (4) projects that include digital strategy design services as well as preparation and monitoring of digital transformation plans for companies active in two or more sectors of activity of the companies in the Company's portfolio. (type (a) projects)
- At least two (2) projects involving the provision of consultancy services for the design of indicators based on international best practices to depict the digital maturity of countries and/or companies. (type (b) projects)

For the documentation of each project, reference should be made to the budget, the project commencement date, the recipient, public or private, and the date of successful completion of the project. To this end, the economic operator must submit, on penalty of exclusion, a list of similar projects, according to the following template:

S/N	Customer	Title and brief description of the project	Duration of project execution	Budget (euros)	Participation percentage

The Company reserves the right to request evidence of execution of the above projects, clearly indicating the commencement time, duration, method and place of execution, and budget of each project.

Also, the candidate contractors project team must include, at least, the following members:

- One (1) Project Manager (PM) with at least eight (8) years of experience in consulting projects, of which four (4) years in the position of Project Manager and participation in at least five (5) consulting projects of type (a) and at least three (3) consulting projects of type (b)
- One (1) Deputy Project Manager (Deputy PM) with at least five (5) years of experience in consulting projects, of which two (2) years in the position of Project Manager and participation in at least two (2) consulting projects of type (a) and at least one (1) consulting project of type (b)
- Three (3) consultants, with at least two (2) years of experience in consulting projects and participation in at least one (1) consulting project of type (a) or (b)

VIII. Award Criteria

Interested parties must possess and be able to demonstrate and provide undisputed evidence of their deep knowledge and expertise in assignments of this nature and complexity. Subsequently, the offers will be assessed as follows:

Award criteria	
<p>1. Project Team (DOSSIER B) (weight 40%)</p>	<p>The proposed team should have the required personnel with knowledge, experience and track record in digital strategy design, designing and monitoring of digital transformation plans, monitoring and measuring digital and innovation maturity, designing innovation conceptual framework for the selection of innovative ideas for implementation. The expression of interest dossier must include the proposed composition of the Project Team and its proposed structure, including the relevant experience of the team members. It must also include the curriculum vitae of the members of the proposed team, as well as an exact description of each member's added value to the team, depending on their area of competence and experiences.</p>
<p>2. Methodology & approach</p>	<p>The interested parties must submit in their proposal a description of the proposed approach to the project, the identification of the important</p>

<p>(DOSSIER C) (weight 40%)</p>	<p>issues and the method of work with particular emphasis on their methodology. More specifically, proposals should address coherency across the digital strategy, business value and performance methodology, present their approach to achieve efficiency in technology foresight, elaborate on the use of established methodologies/best practices and explain how co-ordination across the portfolio companies will be achieved regarding digital transformation and innovation adoption efficiencies.</p>
<p>3. Financial Proposal (DOSSIER D) (weight 20%)</p>	<p>All amounts are required to be stated in Euro (€). The financial offer must be unconditional and without any reservations and shall include any kind of expenses / costs that will be required during project execution (indicatively travel for project purposes, any accommodation, tax & social insurance, communication costs, professional insurance, administrative support, software & hardware, reports production, etc.).</p> <p>The financial offer shall be the same in case of any extension in terms of time, if deemed required on the part of Growthfund.</p> <p>The financial proposal should be completely unambiguous and will be disqualified in case it contains any statement preventing an accurate and complete comparison of the offers or referring to external circumstances.</p> <p>GROWTHFUND shall require Interested Parties to explain the fee proposed in the Proposal where Proposals appear to be abnormally low in relation to the relevant services in accordance with article 69 of Directive 2014/24.</p>

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

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

$$TPMi = [TMi / TMmax] * 0.80 + [FMmin / FMi] * 0.20$$

where,

- TMi = The Bidder's Overall Technical Rating i
- TMmax = Highest Technical Score Among Bids
- FMi = The Bidder's Financial Offer i

- FMmin = The Lowest Financial Offer Among the Bids

The minimum requirements for participation set forth in this Request must be met. Proposals that do not meet the minimum participation requirements shall not be further evaluated. Therefore, the Financial Offers will not be considered for the purpose of determining the most economically advantageous Proposal.

Each criterion shall be evaluated based on a maximum score of ten (10) points and then multiplied by the corresponding weighting factor that applies to each criterion. The result of the technical evaluation is the sum of the points secured based on the evaluation of each criterion, multiplied by the corresponding weighting factors.

IX. Conflict of interest (DOSSIER E)

Interested Parties should declare solemnly that they act independently and that they are not in conflict of interest regarding the services they are requested to provide to GROWTHFUND, as described in the present RFP. 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 project team members should also declare the above.

In case that are used other legal entities in joint venture or under subcontracting agreement, then for every legal entity and all team members of same should be included in the Proposal a statement of non-conflict of interest by such legal entity and team members.

This conflict-of-interest statement will be valid for the whole duration of the services provided to GROWTHFUND.

GROWTHFUND may at any time request the Interested Parties and the team members to provide clarifications and evidence on issues related to conflict of interest.

X. Financial Records (DOSSIER F) – Financial Standing (selection criterion)

Interested Parties must declare solemnly in writing that during the last three (3) years and according to their books and records the annual turnover is at least twice the budget of the RFP per financial year.

The ESPD document(s) to be submitted by the Interested Parties shall be accompanied by the following means of proof:

- i. Copies of the balance sheets and economic outturn (profit & loss) statements covering at least the last three years for which accounts have been closed, to the extent that publication of such balance sheets and statements is required under the applicable law of the country in which the economic operator is established. These documents must be produced and/or

certified by certified auditors or similar operators if so required by the law of the country where the economic operator is established.

- ii. If the Interested Party is unable to provide the aforementioned documents at the stage of the Tender Process, (indicatively, in case the publication of said documents is not required under the applicable law of the country in which the economic operator is established), the financial capacity shall be proven by way of any other equivalent documentation, which, according to the national law of the country in which the Interested Party is established, can confirm the above criterion.

Interested Parties that are consortia/joint ventures shall be required to submit above documentation in relation to each consortium/joint venture member.

Interested Parties may rely on other entities in terms of required financial records for the last three (3) years. In this case, they shall prove that they will have the necessary resources at their disposal, by presenting the relevant commitment of the entities in which they rely (see below relevant section). In the case of a consortium/joint venture, the annual turnover of the Interested Party will be considered on a cumulative basis.

XI. ESPD (DOSSIER G)

As evidence of non-exclusion, and the fulfillment of the selection criteria, including technical capacity and financial standing, each Interested Party needs to submit with its tender a European Single Procurement Document (ESPD) as per **Annex I** herein and as per the provisions of Directive 2014/24. The declaration must be signed by an authorized representative of the entity providing the declaration. Interested Parties that are consortia/joint ventures shall be required to include in their Dossier separate ESPDs, one for each member.

Interested Parties that are consortia/joint ventures shall be required to include in the Dossier declarations of each of their members appointing one of the consortium member as the Lead Member authorized to submit the Proposal on the consortium's and its members' behalf, execute the Agreement and act as a single point of contact between GROWTHFUND and the relevant Interested Party /Advisor and a process agent throughout the procurement process and during the term of the Agreement.

XII. Reliance on the capacities of other entities to fulfil the selection criteria

In order to fulfil the eligibility criteria, an Interested Party may also rely on the capacities of other entities, regardless of the legal nature of the links it has with them. With regard to technical and professional selection criteria, a tenderer may only rely on the capacities of other entities where the latter will perform the works or services for which these capacities are required.

GROWTHFUND shall require the tenderer to replace an entity which does not meet a relevant selection criterion, or in respect of which there are compulsory grounds for exclusion. Where a tenderer relies on the capacities of other entities with regard to criteria relating to economic and financial standing, it is required that the tenderer and those entities shall be jointly liable for the execution of the Agreement.

Interested Parties must prove that they will have at their disposal the resources necessary for the performance of the contract by producing a commitment letter, signed by the authorized representative of such an entity, and the supporting evidence that those other entities have the respective capacities in accordance with the terms of this RFP.

In particular, a document shall be submitted (agreement or, in the case of a legal person, a decision of the competent administrative body or, in the case of a natural person, a self-declaration), under which both the tendering economic operator and a third-party tenderer of the financial and / or technical and / or professional capacity of the entity, so that it is at the disposal of the tenderer for the performance of the contract. The relevant document should be detailed and state at least the specific resources that will be available for the performance of the contract and how they will be used to perform the contract. The third party will explicitly undertake to make the specific resources available to the tenderer during the term of the contract and the tenderer will make use of them in the event that the contract is awarded to them. In case the third party possesses financial standing, it will also state that they become, jointly with the tenderer, responsible for the performance of the contract. In case the third party possesses technical or professional suitability related to the qualifications and professional experience, they will commit to perform the tasks or services for which the specific skills are required, stating the part of the contract that they will perform.

XIII. Personal Data

In the context of the submission and / or evaluation of a specific Proposal, GROWTHFUND 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 GROWTHFUND'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/policyfor-the-processing-of-personal-data/)" and forms an integral part of this request (<https://www.hcap.gr/en/policyfor-the-processing-of-personal-data/>).

By submitting a Proposal 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 Proposal, GROWTHFUND'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 GROWTHFUND for such transmission as well as in relation to the content of GROWTHFUND's Policy and have received their explicit consent (if required by applicable provisions) to the transmission of their personal data to GROWTHFUND, in accordance with this Policy.

XIV. Tender Terms

The Advisor will be selected in accordance with the provisions of the GROWTHFUND's Procurement Regulation (art 2 para. 4). The date and place of opening of the Proposals shall be determined following the decision of the competent GROWTHFUND body and as provided by GROWTHFUND's Procurement Regulation. The assessment shall take into consideration the criteria as set above. GROWTHFUND may require any clarification, addition, or adjustment of the submitted documentation as deemed necessary.

GROWTHFUND reserves the right to request from Interested Parties any omitted documents and/or information in relation to the Proposal dossiers submitted, as well as any additional documents and/or clarifications and/or information in connection with any issue related to their Proposals, as deemed necessary, in accordance with article 56 (3) of Directive 2014/24.

GROWTHFUND hereby ensures that only authorized persons will have access to data transmitted in the context of this RFP and only after the prescribed date provided for in the present RFP.

Interested Parties that do not fulfil the minimum requirements for participation, as set above, will not be considered in the evaluation process.

GROWTHFUND hereby reserves the right to extend or amend the engagement so as to include complementary services (if necessary), not included in the present RFP, 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.

GROWTHFUND 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.

No responsibility or liability is or will be accepted by either the GROWTHFUND 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 Request or from their participation in the procedure described herein, against the GROWTHFUND or any of its advisors, the Greek State, etc for any reason or cause.

Interested Parties shall be considered to have fully and irrevocably accepted the terms and conditions of this competition.

Each Interested Party shall be responsible for the costs and expenses to be borne in response to this RFP. Neither GROWTHFUND nor its officials, employees, executives, or advisers shall be liable for any costs or expenses or damages incurred or suffered by an Interested Party or other recipients of this RFP in relation to this tender.

By submitting a Proposal an Interested Party commits to perform the agreement in full compliance with the terms and conditions of the procurement documents for this RFP. Particular attention is drawn to the fact that Interested Parties must comply with applicable data protection, environmental,

social and labour law obligations established by Union law, national legislation, collective agreements or the international environmental, social and labour conventions listed in Annex X to Directive 2014/24.

Any dispute arising under, or out of, or in connection with the present RFP including the Proposals 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.

The Proposals that will be submitted are considered as suggestion to GROWTHFUND and not as accepted proposals. Any conditional Proposals and/ or any terms and conditions contained in the Proposals which are not in compliance with this Request for Proposals shall not be taken into consideration and shall not bind GROWTHFUND in any way whatsoever either in the course of the Tender Process or thereafter.

The award of the assignment is subject to the submission of required documentation/ proofs and conclusion of a written contract. In case the preferred bidder fails to agree with GROWTHFUND on the terms and conditions of the contract within reasonable time, GROWTHFUND 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.

Annexes to this RFP constitute an integral part of this RFP.

Interested Parties should submit their Proposals with the indication **“Strategy and operations for digital transformation and innovation”**, exclusively via electronic mail (email) to the electronic mail address: info@growthfund.gr, and the Proposal 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

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

Please note that the maximum size of the email should not exceed 20 MB.

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.

The Proposals of Interested Parties must be submitted not later than, **Monday 15/07/2024, 17:00 pm Athens local time.**

Proposals submitted for any reason after the aforementioned deadline shall be deemed inadmissible and, thus, immediately rejected. In case of a late receipt for any reason, the Proposal shall not be evaluated.

Interested Parties must meet all the requirements described under this RFP. Interested Parties who fail to submit their Proposals fully compliant to the aforementioned requirements shall be disqualified from the Tender Process.

Prior to the conclusion of the agreement, GROWTHFUND shall request the eligible tenderer to submit all supporting documents, demonstrating the fulfilment of the exclusion and eligibility criteria.

More specifically the documentation needed is the following:

-Extract(s) of criminal record or other equivalent document(s) / certificate(s) issued within the last thirty (30) days by the competent judicial or administrative authorities in the country of origin / establishment of the Advisor, verifying that the Advisor has not been convicted by a final judgment of conviction for any of the offences below:

- Participation in a criminal organization, as defined in Article 2 of Council Framework Decision 2008/841/JHA of 24 October 2008 on the fight against organized crime (OJ L 300, 11.11.2008, p. 42).
- Corruption, as defined in Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of Member States of the European Union (OJ C 195, 25.6.1997, p. 1) and Article 2(1) of Council Framework Decision 2003/568/JHA of 22 July 2003 on combating corruption in the private sector (OJ L 192, 31.7.2003, p. 54), as well as corruption as defined in the national law, i.e. as defined in any of the articles 159A, 236, 237 (2) to (4), 237A (2) and 396 (2) of the Greek Criminal Code.
- Fraud, within the meaning of Article 1 of the Convention on the protection of the European Communities (OJ C 316, 27.11.1995, p. 48).
- Terrorist offences or offences linked to terrorist activities, as defined in Articles 1 and 3 respectively of Council Framework Decision 2002/475/JHA of 13 June 2002 on combating terrorism (OJ L 164 of 22.6.2002, p. 3), or inciting or aiding or abetting or attempting to commit an offence, as referred to in Article 4 thereof.
- Money laundering or terrorist financing, as defined in Article 1 of Directive 2005/60/EC of the European Parliament and the Council of 26 October 2005 on the prevention of the use of the financial system for money laundering and terrorist financing (OJ L 309, 25.11.2005, p. 15).
- Child labour and other forms of human trafficking, as defined by Article 2 of Directive 2011/36/EC of the European Parliament and the Council of 5 April 2011 on preventing and combating trafficking in human beings and protecting its victims and replacing Council Framework Decision 2002/629/JHA (OJ L 101, 15.4.2011, p. 1).

The above documentation shall also be provided in respect of the members of the administrative, management or supervisory body of the Advisor or having powers of representation, decision or control therein.

-Certificate(s) valid and in force from the competent authorities of the Advisor's country of origin / establishment that the Advisor is not in breach of its obligations relating to the payment of taxes (i.e., a tax clearance certificate).

-Certificate(s) valid and in force from the competent social insurance organization(s) of the Advisor's country of origin / establishment that the Advisor is not in breach of its obligations relating to its social insurance contributions (i.e., an insurance clearance certificate).

- In order to prove the legal representation, in cases where the economic operator is a legal entity and is registered compulsorily or voluntarily, according to the applicable legislation, and declares its representation and changes to a competent authority (e.g. ΓΕΜΗ), it presents a relevant certificate of valid representation which must be issued up to thirty (30) working days prior to its submission, unless this has a specific period of validity. Specifically for domestic economic operators, the following are produced:

- i) in order to prove legal representation, in cases where the economic operator is a legal entity and is obliged, according to the applicable legislation, to declare its representation and changes in ΓΕΜΗ, it presents a relevant certificate of valid representation, which must be issued by thirty (30) working days before submission.
- ii) For the certificate of good standing and the changes of the legal entity, general certificate of changes of ΓΕΜΗ, if it has been issued up to three (3) months before its submission.

In other cases, the relevant legal documents of establishment and legal representation (such as statutes, certificates of alteration, respective Official Government Gazette, decisions establishing administrative bodies, etc., depending on the legal form of the economic entity), accompanied by a self-declaration of the legal representative that they are still valid at the time of submission.

If for the performance of the present award procedure powers have been granted to a person other than those mentioned in the above documents, an additional decision is presented - minutes of the competent statutory body of the legal entity with which the relevant powers were granted. In the case of natural persons, if powers have been granted to third parties, the authorization of the economic operator shall be produced.

Foreign economic operators shall provide the supporting documents required by the legislation of the country of establishment, and if not provided, a self-declaration of the legal representative, which proves the above in terms of the legal composition, changes, and representation of the economic operator.

The legal composition of the economic operator must result from the above documents, all relevant amendments to the articles of association, the person (s) who legally bind the company on the date of the tender (legal representative, right to sign, etc.), any third party to whom a power of attorney has been granted, as well as the term of office of the member and / or members of the governing body / legal representative.

For the non-existence of the ground for exclusion of Regulation (EU) 2022/576 for the amendment of Regulation (EU) no. 833/2014 on restrictive measures due to Russia's actions destabilizing the situation in Ukraine (L 111/1), the successful tenderer has to submit a solemn declaration with the content that the economic operator is not: a) a Russian citizen or a natural or legal person, entity or body that has its headquarters in Russia, or b) legal person, entity or body whose property rights are directly or indirectly held by an entity referred to in point a) of this paragraph in a percentage of more than 50% or c) natural or legal person, entity or body acting on behalf of or on behalf of an entity referred to in point a) or b) of this paragraph, including, when they account for more than 10% of the contract value, subcontractors, suppliers or entities on whose capabilities it relies within the meaning of Directive 2014/24.

Annex I - ESPD Document – *The contracting authorities prepare the ESPD using the electronic service (<https://espd.eprocurement.gov.gr/>), which offers economic operators the possibility to electronically draft and manage the ESPD. The file after duly completed is electronically signed in the form of a PDF file and constitutes part of Dossier G.*

****Please see upload PDF file to Growthfund's website****