

**ICEX ESPAÑA EXPORTACIÓN E INVERSIONES,
E.P.E.**

TRADE COMMISSION OF SPAIN IN SINGAPORE

Dirección: 7 Temasek Boulevard, #19-03

Suntec Tower One, Singapore 038987

E-mail: tenders@icex.es

Date: August 21st 2026

REQUEST FOR PROPOSALS

Submission: tenders@icex.es

Closing: 21st September 2026 17:00 SG time

Who is contracting	ICEX España Exportación e Inversiones, E.P.E (ICEX), represented by the Trade Commission of Spain in Singapore
Contract number	X073-08-2026
Proposal's request	Design and execution of a generic promotional campaign for Spanish poultry meat ("Poultry from Spain") in Singapore
Timing, dates and number possible of renewals	Signed date until 31 December 2026 with up to 2 annual extensions (2027 and 2028)
Max. budget for contract excluding renewals	30,000.00 USD (thirty thousand US dollars only), tax excluded
Contract value including renewals	96,000,00 USD (ninety-six thousand US dollars only), Total term + extensions + modifications, tax excluded
Qualifying prerequisites	- Financial solvency: financial accounts for the best of the last three years and minimum of USD 45,000.00. - Technical solvency: proven track record in Singapore during the past three years. - Team requirements: a minimum of three staff members (including a designated primary contact person)
Points to be assigned based on evaluation of your proposal	Price (max 40 points), Technical (max 60 points)
Documents to be submitted separately, which together are the proposal	- The proposal: Consists of three separate submissions that all together represent the proposal. Each individual submission needs to be emailed to this address only: tenders@icex.es by 21st September 2026; 17h (Singapore time, SGT). All files should not exceed 4MB in size if sent as attachment. For larger files please use a file transfer service. - The three submissions: 1. Documentation demonstrating qualifying prerequisites, and administrative requisites. 2. Technical offer (the work proposal / scope of work) 3. Financial offer (price) and automatic criteria
Contact for questions	Only written questions by email before 17 th September 2026, 17:00h (Singapore time, SGT) to tenders@icex.es

ICEX España Exportación e Inversiones, E.P.E. (hereinafter, ICEX), represented by the Economic & Commercial Office of Spain in Singapore, invites companies to submit their proposals for the design and execution of a generic promotional campaign for Spanish poultry meat.

ICEX (www.icex.es) is a Spanish public organization, established in 1982, whose main purpose it to promote the internationalization of the Spanish economy. ICEX depends on the Ministry of Economy, Commerce and Business of the Government of Spain (www.mineco.gob.es), whose international economic policy it implements. However, ICEX does not make part of the State administration and has some extent of budgetary and operational autonomy. For the fulfillment of its mission, ICEX counts on a network of professionals specializing in business internationalization. These professionals work at ICEX headquarters in Madrid, at the 30 Territorial and Provincial Trade Offices established at different Spanish cities, and more than 100 **Economic & Commercial Offices** located in Spanish embassies and consulates all over the world.

1. PROJECT DESCRIPTION

1.1. Background and object of the contract. ICEX España Exportación e Inversiones, E.P.E. (ICEX), represented by the Economic & Commercial Office of Spain in Singapore, invites companies to submit their proposals for the design, coordination and execution of a generic promotional campaign for Spanish poultry meat in Singapore, within the framework of the agreement signed between ICEX and the Spanish Interprofessional Association of Poultry Meat (AVIANZA). The campaign is aimed at increasing the consumption of Spanish poultry meat products in the Singaporean market in the medium and long term.

The campaign is generic: no individual company, brand or commercial establishment may be promoted. All products will be promoted around the same concept, "**Poultry from Spain**". ICEX will provide the awardee with the logo, the graphic standards manual and the audiovisual materials of the concept.

This is the first generic promotional campaign for Spanish poultry meat undertaken in the Singaporean market, so it is essential to establish a clear market penetration strategy. The campaign is addressed both to the end consumer and to the professional sector (importers, distributors, wholesalers, retailers and the HORECA channel).

1.2. The Spanish poultry meat sector. Poultry is the most consumed fresh meat in Spain. In 2024 Spain slaughtered 867 million birds and produced 1.8 million tonnes of poultry meat (carcass weight), 6.5% more than in 2023. With around 13% of European Union output, Spain is the second largest poultry meat producer in the EU, behind Poland (21%) and ahead of France (12%) and Germany (11%). Chicken accounts for 84% of Spanish poultry meat production, alongside turkey, duck and other species, as well as specialities with a long culinary tradition in Spain such as capon, poularde and cockerel. Production is technologically advanced and vertically integrated — the same groups control genetics, feed, hatcheries, rearing, slaughter and processing — which allows full traceability from farm to table and a consistent, auditable quality standard, under the European Union's regulatory framework on food safety, animal health, animal welfare and the use of veterinary medicines, among the most demanding in the world. In response to consumer demand, Spanish producers have expanded their output of organic and slow-growth chicken, and the industry has been restructuring towards value-added, ready-to-cook and ready-to-eat products.

Spain exported 266,387 tonnes of poultry meat in 2024, 68% of it to other European Union member states. Exports outside the Union amounted to 84,445 tonnes, directed mainly to South Africa, the United Kingdom and West Africa; Asia is not yet a significant destination. Opening and consolidating markets outside the European Union, and particularly in Asia, is therefore a priority for the sector, following the path already taken by Spanish pork in the region. AVIANZA, the Spanish Interprofessional Association of

Poultry Meat, brings together the entire value chain and promotes the internationalisation of the sector, in this case in partnership with ICEX.

Source: MAPA, "El sector de la avicultura de carne en cifras: principales indicadores económicos" (August 2025), 2024 data; European Commission.

1.3. The Singaporean market. Singapore is a city-state of about 6 million inhabitants with one of the highest per capita incomes in the world and a structural dependence on food imports: around 90% of the food consumed locally comes from abroad, and diversifying the sources of supply is a stated priority of the local authorities, particularly since Malaysia — historically one of its main suppliers — banned chicken exports between June and October 2022. Poultry is the most consumed meat in the country, at an estimated 37 kg per capita in 2024, ahead of pork (22 kg), beef (7 kg) and lamb (3 kg). It is the most affordable animal protein, it is available to the whole population and, unlike pork or beef, it is not restricted by the practices of any of the main religious communities. Approximately 15% of the population is Muslim, which makes halal certification — voluntary in Singapore, and granted by MUIS — a key requirement to reach a relevant part of the market.

In 2024 Singapore imported 229,992 tonnes of poultry meat and edible offal (HS 0207) worth USD 414.7 million, 17% more in value than in 2023, at an average import price of USD 1.80/kg. Brazil is by far the leading supplier, with 70% of the value, followed by Thailand (7%), the United States (5%), China (4%) and Malaysia (4%). Practically all imported poultry meat is frozen: the fresh and chilled chicken sold in Singapore comes from live birds imported mainly from Malaysia and slaughtered locally, and local freshness is a strong driver of quality perception. Whole birds, wings, and other cuts and offal are the most popular items, and in the premium segment there is a growing demand for antibiotic-free and organic poultry. Spain has been approved by the SFA as an exporting country of poultry meat since 2019 and, at the date of this briefing, 12 Spanish establishments are authorised to export frozen poultry meat, offal and poultry meat products to Singapore.

Poultry reaches the consumer through importers and distributors, some of them with their own specialised outlets; three supermarket groups (NTUC FairPrice — leader in 2023, with 370 outlets and a 42% market share —, DFI Retail Group and Sheng Siong); specialised butcheries; wet markets; and online platforms, which are growing steadily. The HORECA channel buys mainly from local importers and distributors and is supported by a strong out-of-home eating culture and by 14.5 million visitors in 2024. Spain nevertheless remains a relatively unknown origin for the Singaporean consumer, and Spanish gastronomy — with more than 30 Spanish restaurants on the island, 18 of them certified under the ICEX "Restaurants from Spain" quality seal — is currently the most effective instrument to build a country image associated with quality. Local importers report a certain degree of awareness of and interest in Spanish poultry, and have asked specifically which cuts, and which quality of whole birds, Spanish companies would be able to supply.

Source: ICEX, "El mercado del sector cárnico: Bovino, Ovino, Aviar y Porcino en Singapur" (Oficina Económica y Comercial de España en Singapur, April 2026), based on ITC Trade Map, SFA, Enterprise Singapore and Euromonitor data.

1.4. Objectives of the campaign. The main goal of this campaign is to promote and increase the consumption of Spanish poultry meat products in Singapore, with a focus on the premium products of Spanish producers: chicken (slow-growing, capon, poularde, rotisserie chicken, cockerel) and other high-quality poultry products such as quail and turkey meat and cuts. The following objectives are also set for this campaign:

- To attract new consumers by highlighting the quality of Spanish poultry products and of the European rearing systems.
- To make regular poultry meat consumers aware of the quality of Spanish poultry in order to increase their consumption.

- To educate purchasing managers and chefs in the HORECA channel on the quality of Spanish products, the differences between the different types of poultry products, their nutritional values and how to use them.
- To build a solid relationship with importers, distributors and retailers, and to increase the presence of Spanish poultry meat at the point of sale.
- To create a strong presence in local social media.

1.5. Target groups. This campaign is to impact the following stakeholders:

- Professionals in the sector (importers, distributors, wholesalers, retailers and the HORECA channel), promoting the quality of the product, the potential demand, the variety of products, the quality seals and the differentiation of the Spanish offer.
- Influential personalities such as chefs, influencers, celebrities, bloggers and the specialised press.
- End consumers, with actions aimed at increasing their knowledge of the benefits of Spanish poultry meat, its culinary versatility, nutrition and health.

1.6. Key messages. The messages to be communicated to the target groups will focus on:

- Premium quality: health benefits, richness in flavours, tenderness and the value of the rearing systems of all products.
- Food safety and food biosecurity, and compliance with European Union standards on animal health, animal welfare and the use of veterinary medicines.
- A modern, technologically advanced and fully integrated industry.
- Slow growth and animal feeding, in line with sustainable production and respect for the environment.
- Culinary versatility and adaptability to the local cuisine.
- Any other attributes that the company considers key for the Singaporean consumer.

2. WHAT WE DEMAND – PROPOSALS SHALL INCLUDE

The company will oversee:

- 2.1.** Designing and executing an integrated promotional plan for the concept "Poultry from Spain" in Singapore, structured around the objectives, target groups and key messages set out in section 1 and covering the lines of action listed below.
- 2.2.** Public relations, press and local social media, with a local content strategy, community management and media relations.
- 2.3.** Actions with Spanish and Singaporean chefs and restaurants, offering training and specific promotional actions to publicise the characteristics of Spanish poultry meat, as a way of entry into the HORECA channel.
- 2.4.** Collaborations with food delivery companies and platforms, to support the HORECA channel and to promote consumption among end consumers.
- 2.5.** An influencer marketing plan with reference personalities and celebrities to encourage consumption by the end consumer.
- 2.6.** Strategic communication alliances with retail managers, especially with the retailers that already list Spanish poultry meat, to increase its volume on their shelves and to create a solid channel where product quality is valued, through social media and the industry press.
- 2.7.** Point-of-sale promotional actions, including the selection of the establishments, the promotional material and the staff required to carry them out.
- 2.8.** Agreements and collaborations with groups and entities that have relevant relationships with the abovementioned channels.

- 2.9. Design and production of the promotional and informative material required for the proposed activities, following the design specified by ICEX and, in line with ICEX's sustainability principles, in digital format, notwithstanding that a simplified version could be printed should ICEX consider it necessary.
- 2.10. Real-time photographic and video coverage of every activity carried out, and a report written in the form of a press release for each of them, so that they may be used in the social media accounts of ICEX and AVIANZA.
- 2.11. Provision, for each proposed activity, of an argumentation, an objective and the corresponding key performance indicators (KPIs) to measure its impact, as well as of monitoring tools with live data allowing social media and SEM metrics to be analysed in real time.
- 2.12. Reporting: monthly partial reports on the activities of the campaign, weekly updates on social media actions, a specific report after each event and a final report on the results, all of them in English and according to the model provided by ICEX.
- 2.13. Compliance with the information and publicity obligations of the European Regional Development Fund set out in section 14 of this document, in all the documentation and material generated for the contract.
- 2.14. Bids that do not include all the activities / tasks requested in the briefing will be automatically excluded.

3. TERM AND EXTENSION OF THE AGREEMENT

- 3.1. **Term.** The services described in the contract will run from the date the agreement is signed by both parties until 31 December 2026.
- 3.2. **Extension.** ICEX hereby reserves the right to renew the Agreement with the company awardee for two (2) additional campaigns (2027 and 2028) after the initial Agreement was affected without convening a new tender, if both contracting parties agree in the contractual provisions. Price revisions will not be allowed.

The awardee company will be obligated to renew the contract providing it is notified of its requirement at least 2 (two) months before renewal. The general terms and conditions of the Bidding Specifications governing this Tender shall apply to the extension. Each renewal will be signed by both parties.

4. BUDGET

- 4.1. **Maximum Budget (all tax excluded):** the maximum budget for the execution of the project will be **USD 30,000.00 (thirty thousand US dollars only)**. Bids will be made in US dollars (USD) **excluding taxes**.

However, the bidders must specify in their bids, as an independent item, the taxes that will be applicable, if any.

- 4.2. **Estimated contract value:** The estimated total contract includes the value of the contract and the value of its possible extensions of its modifications, excluding any applicable taxes. According to the latter, the total estimated total contract value of this contract is of a maximum of USD 96,000.00 excluding taxes, which includes the following maximum amounts:

- Main contract maximum budget: 30,000.00 USD
- Renewal (first) maximum budget for 2027: 30,000.00 USD
- Renewal (second) maximum budget for 2028: 30,000.00 USD
- Modifications to the contract: 6,000 USD Foreseeable reasons that could lead to a modification of the contract value include: the need to broaden the scope of the

activity. This may be due to the need to increase the duration of the event or the number of participating brands, or the need to add a complementary activity to the elements listed in this document).

Should any of the planned activities not be carried out, the budget allocated to the respective activity/ies will be deducted from the overall budget.

5. PAYMENTS AND INVOICES

- 5.1. Contract Amount.** Only the activities, budgets and procedures included in the Contract will be binding for the Parties. No expense on behalf of ICEX can be incurred by the company before the date of signature of the corresponding contract and prior approval of ICEX, as represented by the Economic & Commercial Office of Spain in Singapore.
- 5.2. Payment currency.** Payments to the company will be made in the currency of the Contract, which is **US dollars (USD)**. Any currency exchange costs will be borne by the bidder.
- 5.3. Payments to offshore accounts.** Payments to bank accounts of the company located offshore will be subject to compliance with the domestic currency exchange legislation. Any international bank transfer fees or costs will be borne by the bidder.
- 5.4. Payment schedule.** ICEX will ensure that payment is made at the end of each month upon presentation of the invoices for the expenses incurred in that month.
- 5.5. Invoice details.** All the invoices should be addressed to:

ICEX España Exportación e Inversiones, E.P.E.
Paseo de la Castellana 278, 28046 Madrid, Spain
VAT Number: ES-Q2891001F

But **dispatched to:**

Embassy of the Kingdom of Spain – Economic and Commercial Office
7 Temasek Boulevard, #19-03
Suntec Tower One, Singapore 038987

The Agency invoice will contain the following elements:

Company letterhead / logo
Address
Date
Invoice number
VAT number
Description of the item/s
Total amount due

6. REQUIREMENTS

- 6.1 Financial solvency requirements.** All competing companies will be required to provide a solvency report including financial accounts for the last three years. The minimum turnover requirement is an amount of USD 45,000.00, on the best of the past three years.
- 6.2 Technical solvency requirements.** The company must have a strong and proven track record in the design and execution of promotional campaigns for food and

beverage products. The technical solvency of the company shall be demonstrated by submitting similar activities carried out during the past three years in Singapore.

6.3 Team requirements. The role of each team member assigned to this project shall be specified in the tender. In addition, their curriculum vitae (without names) must be included in the proposal. The company must designate a primary contact person that is informed of all aspects of the contract, including administrative matters, and has direct continuous communication with ICEX, represented by the Economic and Commercial Office.

A minimum of 3 staff members assigned to this project is expected. The team will have:

- **One (1) Senior Lead Manager** who will remain involved to lead the team, coordinate and manage all related aspects of the project. This person should have **three (3) years plus of marketing and communication experience in Singapore**. The Senior Lead Manager will also act as a designate primary contact person who will be informed of all aspects of the contract, including administrative matters, and will have direct and continuous communication with ICEX, as represented by Ofecomes Singapore.
- **Two (2) or more Marketing and Communications Specialists**, who may be any professionals working in marketing and/or communications departments, **each with a minimum of one (1) year of experience in marketing and communications activities in Singapore**.

In general, the team will need to demonstrate that it possesses both the tangible and intangible resources necessary for the successful implementation of the campaign described in this briefing. The team members will need to demonstrate:

- Expertise in Marketing and Communications
- Multichannel Communications Skills
- Creative Content Creation
- Integrated Marketing Approach
- Digital Marketing Expertise
- Public Relations and Media Relations
- Event Management Skills
- Budget Management

The company will notify the Economic and Commercial Office of any changes to the team that may have an impact on the development of the project. Any member leaving the team will have to be replaced with a person that meets the requirements of this briefing. Any changes of key personnel could affect its potential renewal. The company team will regularly hold meetings with the team of the Economic and Commercial Office in Singapore to monitor the development of the project. These meetings can be held via videoconference.

6.4 Assignment. The assignment of the contract is not allowed.

7. EVALUATION CRITERIA

7.1. Evaluation criteria. All proposals will be evaluated and compared on equal terms using the following criteria and weighting:

EVALUATION CRITERIA		Scores (Max.)
I. Price competitiveness of the tender (Document 3)		40
The offer with the lowest budget will receive the highest score of the item, and the rest will obtain the proportional score. Most economical offer = maximum score. Rest of the offers will have the following formula applied: points per offer = (price of the most economical offer / price of offer) X maximum score per criteria. Financial Proposals that exceed the maximum available contract budget will not be considered.		40
II. Technical Proposal (Document 2)		60
- ICEX will assess the quality of the proposed plan and the extent to which it satisfies most efficiently the objectives of the events, assigning points to each of the components of the Technical Proposal, as described below. Technical Proposals that do not receive at least 20 points in section II overall will be automatically excluded.		
II.1.a Market entry strategy and positioning statement. The bidder shall submit a strategy document setting out how the proposed approach addresses the objectives, target groups and key messages established in section 1, and how it positions Spanish poultry meat in a market in which the Spanish offer is authorised for frozen product only and in which local freshness drives quality perception. Assessment will be made of the consistency of the strategy with the objectives, target groups and key messages set out in section 1; of the soundness of the positioning proposed for Spanish poultry meat in that competitive context and of the arguments on which it relies; and of the prioritisation of target groups and channels and its justification. Proposals that do not explain how they intend to build a position for Spanish poultry in that competitive context will not be considered suitable.		10
II.1.b Creative concept and sample executions. The bidder shall submit the creative concept proposed for "Poultry from Spain" in Singapore, the key messages derived from it, and at least 2 sample executions (visuals, post mock-ups or equivalent). Assessment will be made of the concept, of its adaptation to local digital platforms and media, and of the synergies between the different actions proposed.		15
II.1.c Professional Team assigned to the project. The bidder shall submit the dossier of the team assigned to the project, stating the role of each member and including their curricula vitae. Assessment will be made of the experience of the Senior Lead Manager in marketing and communication in Singapore beyond the minimum of three (3) years required in section 6.3, and of the extent to which the team covers the areas listed in section 8.2. ➤ Senior Lead Manager – 3 + years of marketing and communications experience in Singapore, receives 1 point per additional year, up to a maximum of 3 points. ➤ Marketing and Communications Specialists – 1 + year each of experience in marketing and communications activities in Singapore. Each specialist will add 0.5 points to the score per additional year accredited in their curriculum vitae, up to a maximum of 1 point per specialist and 2 points in total. Where more than two specialists are proposed, the two with the highest individual scores under this criterion will be considered.		5
II.2.a HORECA plan. Presentation of a detailed plan, with a logical timeline, of the actions addressed to the HORECA channel, including training and specific actions with chefs and restaurants to publicise the characteristics of Spanish poultry meat, its cuts and its culinary uses. A minimum of 1 action and 10 participating restaurants and/10 hotels are required. The plan shall name the establishments and chefs proposed and justify their relevance, state the expected attendance numbers and		10

profiles, describe the method for convening the audience, explain how the company's staff and resources will be employed, and indicate which tasks will be fulfilled by third-party providers.	
II.2.b PR, media and influencer plan. Presentation of a detailed plan with a schedule that individualises each activity and each insertion on digital platforms and in the media, and confirms which actions will be taken by other suppliers. Assessment of the suitability and originality of the key messages in each medium proposed, of the expected reach, and of the milestones foreseen to achieve progressive product recognition among the target audience. A minimum of 2 influencers is required; the bidder shall name the profiles proposed and justify their relevance to the target audience.	10
II.2.c Importer and distributor engagement plan. Presentation of a detailed plan of actions addressed to meat importers and distributors, aimed at making the Spanish offer known to the operators that control access to the retail and HORECA channels. A minimum of 1 action is required, which may include product presentations, tastings, technical sessions or business-matching activities. The plan shall name the companies and contacts proposed and justify their relevance, state the expected attendance numbers and profiles, describe the method for convening the audience, and indicate which tasks will be fulfilled by third-party providers. Assessment will be made of the depth and relevance of the company's contacts in the channel, and of how the plan articulates the information that local importers require — in particular on the cuts, formats and volumes that the Spanish establishments authorised by the SFA are able to supply.	10
TOTAL	100

The elements of the proposals - other than price - will be scored as follows:

0% of allocated points	Not enough information
25% of allocated points	Almost adequate
50% of allocated points	Adequate
75% of allocated points	Very good
100% of allocated points	Excellent

8. CONTENTS OF PROPOSALS

8.1. Proposal content. Bidders are expected to present a proposal that includes **three (3) separate documents (Administrative Requirements; Technical Proposal, and Financial Proposal)**, as detailed below. Proposals that miss any of the said documents will be considered incomplete and excluded.

8.2. Document 1: Administrative Requirements (PDF file). All competing companies must present an electronic file in PDF format, comprising the following documents:

- **Acceptance letter.** All bidders are required to provide an acceptance letter, signed by a legal representative of the company, accepting each and every term and condition stipulated in the present briefing.
- **Project References.** The dossier should detail promotional events of similar scale undertaken in the last 3 years, including **total budgets, dates and clients, public or private sector**, for whom the services and/or work was undertaken. A minimum **experience of three years** in similar projects is required.

- **Financial Solvency.** Bidders must prove an annual turnover of more than 45,000 USD in the best of the last three years.
- Bidders must clearly state in their offer if they use any of these options (joint ventures, subcontracting) to meet the requirements providing documentation that legally demonstrates the extent and seriousness of the relationship.

8.3. Document 2: Technical Proposal (PDF file). The technical proposal should not make any reference to price. All competing companies must present a detailed work proposal, that includes:

- Market entry strategy and positioning statement
- Creative concept and sample executions
- Professional Team assigned to the project.
- HORECA plan
- PR, media and influencer plan
- Importer and distributor engagement plan

8.4. Document 3: Financial proposal (MS Excel file). All competing companies must present a financial proposal, including a detailed budget for the project and its breakdown for each area of activity.

8.4.1. Taxes. ICEX will evaluate the Financial Proposal based on the offered prices, excluding taxes. Therefore, the proposals should include a breakdown with the price offered, where taxes are clearly separated.

8.4.2. Currency. The proposal will be drafted in **US dollars (USD)**.

8.4.3. Professional Team assigned to the project (without names)

9. SUBMISSION OF PROPOSALS

9.1. Invitation to tender. ICEX, represented by the Economic & Commercial Office of Spain in Singapore, will send this briefing to different companies. The briefing will also be published on the website of the Economic & Commercial Office of Spain in Singapore.

9.2. Submission of proposals. The companies wishing to participate in the tender must send the documentation exclusively in digital format (PDF), **ONLY** to the e-mail tenders@icex.es by **21st September 2026, 17:00h (Singapore time, SGT)**. Proposals not submitted within the deadline will be automatically excluded.

9.2.1. Electronic files. All files should be in digital (PDF and MS Excel) format only. Neither e-mails nor individual files sent as attachment should exceed 4MB in size. Should files be larger, the competing companies should use a file transfer service, which they have previously verified (e.g. WeTransfer, Dropbox, or other).

9.2.2. Expenditures. Please note that any expenditure incurred by competing companies in the preparation of the proposals, presentations and quotes will be at the expense of the said companies. Submission of the offer will not generate any fees or reimbursement of any type of expenses from ICEX.

9.2.3. Language. The proposal will be drafted and presented in English.

9.2.4. Acceptance of terms. Submission of a proposal and participation in this tender implies the express acceptance by the competing companies of all the clauses contained in this brief.

9.3. Amendment of proposals. Once competing companies have submitted their proposals, ICEX will not accept the submission of any amendments, additions or corrections, unless the latter result from a clarification requested by ICEX.

- 9.4. Clarification of proposals.** Competing companies meeting the administrative requirements of the present brief may be invited by ICEX to clarify specific aspects of their technical or financial proposals, which will be done in written.
- 9.5. Compliance of proposals.** All competing companies submitting a proposal should be aware that the Legal Services of ICEX will review the documentation submitted by each company, to ensure compliance with every requirement set in this brief. Non-compliance with any of the requirements established in the present brief will result in the automatic disqualification of the company concerned.
- 9.6. Assessment of proposals.** The document 1 (Administrative Requirements) will be the first to be opened and assessed. Once and only if the competing company has been verified to comply with every requirement set in this brief, will the document 2 (Technical Proposal) be opened, assessed and assigned evaluation scores. Finally, the document 3 (Financial Proposal) will be opened, assessed and evaluated. Thus, the price contained in the financial proposal offer will not be known until that moment.
- 9.7. Selection of company.** A decision will be made as soon as possible from the published proposal due date. The decision will be notified via e-mail to all competing companies, in order to enable the selected company to begin work promptly.
- 9.8. Contact persons.** Questions related to this briefing might be addressed in written form until **17th September 2026, 17:00h (Singapore time, SGT)** only through the e-mail tenders@icex.es. In the interest of fairness, any questions by competing companies, as well as the corresponding answers by ICEX, might be shared with all other companies.

In Singapore, on the date of the electronic signature

ICEX's Board of Directors
By Delegation (Resolution of 5 March 2025 BOE
[Official State Gazette] nº. 67 of 19 March 2025

Antonio García Rebollar
Chief Economic and Commercial Counsellor
Economic and Commercial Office of Spain in Singapore

ADMINISTRATIVE CLAUSES

1. FINANCIAL PROPOSAL CALIFICATIONS

Disproportionate or anomalous bid. Financial proposals will be evaluated to determine whether they can be considered disproportionate or anomalous. Bids will be considered disproportionate or anomalous when:

- The financial proposal is 20% below the maximum budget, in case there are fewer than three bidders.
- The financial proposal is 10% under the arithmetic mean of the bids submitted, in case there are three or more bidders. Notwithstanding, the most expensive bid will be excluded, when calculating the arithmetic mean.

Whenever a bid is considered disproportionate or anomalous, the interested party will be requested to justify their proposal, its terms and conditions, within the 72 hours following its notification. Having received the plea or the aforesaid time limit having expired, ICEX will decide, upon technical advice if necessary, on considering the bid disproportionate or anomalous, excluding it accordingly.

Tiebreaker Criteria. In the event of a tie in the score obtained by two or more bidders, it will be resolved by applying the social criteria stated below, in order and referred to at the end of the deadline for submission of proposals. The supporting documentation for the tiebreaker criteria referred to in this clause will be provided by the bidders at the time the tie occurs, and not previously.

- Higher percentage of workers with disabilities or in a situation of social exclusion in the workforce of each of the companies, giving priority in case of equality, to the largest number of permanent workers with disabilities in the workforce, or the largest number of workers in inclusion in the workforce.
- Lower percentage of temporary contracts in the workforce of each of the companies.
- Higher percentage of women employed in the workforce of each of the companies.
- The draw, if the application of the above criteria had not resulted in a tiebreaker.

2. OBLIGATIONS

- a. **Technical Quality.** The company awardee shall be responsible for the technical quality of the work and services it may carry out during this contract. It shall also be responsible for any consequences arising for ICEX, or for third parties, from errors, omissions, inappropriate methods, or incorrect conclusions in the performance of the contract. In particular, the company awardee shall be responsible for:

- Ensuring that both the development and the result of the services and work which has been contracted to carry out comply with the quality specifications required by ICEX.
- Compliance with the time-limits agreed with ICEX in each case.
- Omissions, errors, incorrect conclusions, or inappropriate methods that it may recommend and implement during the term of this contract.
- The personnel forming part of the project team assigned to the development and performance of the Contract, with the company bearing sole liability in employment matters for the conduct and operation of the above-mentioned team.

- The processing of any information and data made available to it.
- b. **Copyright and information rights.** The intellectual or industrial property rights for all works created by the company, as well as all the information gathered by the latter on behalf of ICEX in connection with this contract shall belong to ICEX, at no extra cost, upon payment of all relevant consultancy fees and expenditure herein agreed. This includes the right to use, reproduce, modify, distribute publicly and via online media. Said rights will be on a global basis and throughout the maximum period of copyright protection, for all the file types, in any format or language, and with all the effects determined by the law.
- i. All materials produced are the property of ICEX, including any intellectual property, printed materials, photography, website, videos and other offline and online publications.
 - ii. The company awardee will ensure that all vector files of materials produced, in any medium or format, are delivered to ICEX. This includes all original and edited photography, video, and social media files, which the company guarantees have been produced for ICEX and are not owned by third parties.
 - iii. The company shall, at its own expense, defend any claim or threatened claim brought by third parties against ICEX, insofar as the said claim is based on the allegation that the work carried out by the company within the framework of this contract infringes intellectual or industrial property rights of third parties or constitutes an undue appropriation of trade or industrial secrets belonging to third parties.
- c. **Confidentiality.** The company awardee is obliged to maintain professional confidentiality with regard to the information and documentation provided by ICEX for the performance of the services. This obligation shall remain in force both during and after the end of the activities to which the contract related, until the said information comes into the public domain or, for any other legitimate reasons, loses its confidential status. This clause shall not apply to information that is (i) in the public domain, (ii) already known to the party receiving it, (iii) disclosed in compliance with court orders or under legal obligations.
- i. The company shall only permit access to the confidential information to those persons who have a need to know it for the purposes of carrying out the activities and services under the contract. The company shall be responsible for ensuring compliance with the confidentiality obligations by the personnel in its employ and by any persons or entities working in collaboration with the company or subcontracted by it.
 - ii. The company also undertakes not to use any confidential information belonging to ICEX to which it may have access for its own or private purposes or for any other purposes.
 - iii. Failure to comply with the obligations indicated above shall entitle ICEX to bring civil or even criminal actions against the company for any liability that might be applicable.

3. CANCELLATIONS

- a. **Termination.** ICEX reserves the right to unilaterally terminate the contract if the services are not performed by the company in accordance with the instructions received from ICEX, if any of the deadlines applicable to the company are not met, or if there is any failure to fulfil the obligations established in the contract. All of the above is without prejudice to any claims for damages that might arise.
- b. **Cancellation, postponement or modifications of actions.**

- i. **Cancellation.** In the event of cancellation of an event, ICEX shall solely satisfy the expenses incurred by the company from the date of the contract (and in connection with the same) until the date of a formal notice of the cancellation by ICEX. To be reimbursed, the company must submit all documentary invoices of the expenses incurred up to that date.
- ii. **Postponement.** In the event that the said action is postponed due to sanitary conditions and the subsequent National, Provincial or Local restrictions in place, the parties will try to reach an agreement in good faith that benefits their respective interests as much as possible, in order to postpone the events to the nearest possible date. More precisely, a formal or informal governmental provision applicable to the city of celebration of the event that limits the number of expected visitors to half of the required, constitute grounds for postponement of the events. Additionally, the placement of cumbersome sanitary requirements to visitors and exhibitors (quarantines, sanitary tests, etc.), that could limit the attendance to the events, constitute grounds for their postponement.
- iii. **Modifications.** In the event that the sanitary or travel restrictions in place limit or impede the celebration of one of the events at a suitable date the parties will try to reach an agreement in good faith to modify the scope or place of the activity.

4. CONTRACT AND JURISDICTION

To solve any dispute, disagreement, issue or claim which may arise from the performance of the Agreement executed with the Awardee of this tender, the matter will be referred to Ordinary Courts and Tribunals of Madrid (Spain), expressly waiving any other jurisdiction. The language used in any dispute shall be Spanish. Spanish legislation shall be applicable to the contents of this Tender.

5. DATA PROTECTION

The parties hereby undertake to respect the current regulations on data protection (General Data Protection Regulation 679/2016 and Organic Law 3/2018 on Data Protection and guarantee of digital rights). The personal data of the contacts of both parties, including data related to the signatories of the agreement and related to the personnel of the Parties that must necessarily be contacted, will be processed by each of the Parties for the purpose to manage the relationship based on the execution of the contract that legitimizes the processing. The retention period for this data will be the duration of the contractual relationship and as long as they are necessary, or responsibilities may arise in accordance with the applicable regulations or as required by the authorities.

The affected interested parties may exercise their rights of access, rectification, deletion, opposition, limitation of processing, portability by contacting Parties. In case you consider that your data protection rights have been violated, you can contact the Authority on Data Protection.

6. EUROPEAN FUNDING

European Regional Development Fund (ERDF). This project can be subject to financing of the European Union through the European Regional Development Fund. The successful tenderer will be obliged to comply with the information and advertising obligations set out in Annex XII, section

2.2. of Regulation (EU) 1303/2013 of the European Parliament and of the Council of 17 December 2013, and, in particular, the following:

- In the working documents, as well as in the reports and in any type of medium which is used in the actions necessary for the subject of the contract, the EU emblem will appear in an obvious and noticeable way, in making explicit reference to the European Union and the European Regional Development Fund.
- In any public dissemination or reference to the actions provided for in the contract, whatever the means chosen (brochures, posters, etc.), the following elements must be included in a noticeable manner: emblem of the Union European in accordance with established graphic standards, as well as the reference to the European Union and the European Regional Development Fund, including the motto “A way of making Europe”.

¹ Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006. <http://data.europa.eu/eli/reg/2013/1303/2020-12-29>