



INSTRUCTIONS TO BIDDERS

CALL FOR TENDER FOR THE SCOPES B&C OF
AMARZENA IN PORTUGAL

GENERAL INDEX

1. INTRODUCTION	3
1.1. PURPOSE OF THIS DOCUMENT	3
1.2. PROJECT SPONSOR.....	3
1.3. PUBLICITY.....	3
1.4. PROJECT PRESENTATION	3
1.5. TENDER TIME FRAME.....	6
1.6. LANGUAGE.....	6
1.7. CONTACT.....	6
2. DIVISION OF SCOPES	6
2.1. Scope A – BESS Contract (supply, commissioning and O&M) (not to be quoted)	6
2.2. Scope B: EPC without BESS supply (to be quoted).....	7
2.3. Scope C – Works at existing MV/HV substation (to be quoted).....	9
2.4. Description of interfaces.....	10
3. COST OF BIDDING	10
4. EMPLOYER TENDER DOCUMENTS	10
5. TENDER DOCUMENTS CLARIFICATION.....	11
5.1. CLARIFICATION OF TENDER DOCUMENTS	11
6. Deliverables expected to be included in the Bid	11
6.1. BIDDER'S TECHNICAL OFFER	11
6.2. PROJECT TIME SCHEDULE	12
6.3. LIST OF SUBCONTRACTORS PROPOSED BY THE BIDDER	12
6.4. ALTERNATIVE BIDS.....	13
6.5. OFFER FOR THE OPERATION & MAINTENANCE	13
6.6. CONTRACT.....	13
7. BID PRICES	13
8. CONDITIONS OF CONTRACT.....	14
9. OFFER ANALYSIS AND CONTRACT AWARD	14
9.1. CLARIFICATION OF BIDS	14
9.2. EVALUATION OF OFFERS AND AWARD CRITERIA.....	14
9.3. EMPLOYER'S RIGHT TO ACCEPT ANY TENDER AND TO REJECT ANY OR ALL TENDERS	15
9.4. NEGOTIATION PHASE	15
9.5. QUALIFICATION DOCUMENTS.....	15
10. SUBSIDIARY APPLICATION	15

1. INTRODUCTION

1.1. PURPOSE OF THIS DOCUMENT

This document presents the Instructions to Bidders for the engineering, procurement and construction of two scopes of the Amarzena power plant (**SCOPE B and SCOPE C**).

This tender is launched within the scope of the decision to select the application submitted by AMARGILHA UNIPessoal LDA (hereafter the "**Project Company**") in the call for bids "Investimento RP-C21-i08: «Flexibilidade de Rede e Armazenamento»" launched by *Fundo Ambiental* in 2024.

This tender is governed by the general principles of impartiality, proportionality, good faith, protection of legitimate expectations, as well as the principles of competition, equal treatment, and non-discrimination.

Akuo Energy is in particular looking for Bidders that can cater to one or the two scopes of the project on the basis of a Turnkey Contract.

If the Bidder is a consortium of companies, the Bidder shall indicate which company is the leader of the consortium and will specify which parts of the works will be carried out by the different consortium members. Furthermore, the maximum number of partners per consortium is 2.

1.2. PROJECT SPONSOR

The project is owned by the Project Company, a fully owned subsidiary of Akuo Energy, headquartered at 140 av. des Champs-Élysées 75008 PARIS France.

Akuo Energy SAS is a French company that develops, finances and operates renewable energy power plants in more than 20 countries. At present, Akuo Energy has over 1,700 MW in operation and under construction and over 10,000 MW in development.

1.3. PUBLICITY

The opening of this procedure was published on the website of the Project Company at [Production d'Energie Renouvelable au Portugal | Akuo](#).

At the time the procedure is open, the interested parties will have access to the contract template, where the terms of the agreement to be entered into between the parties have been included (hereafter, the "**Contract Template**").

1.4. PROJECT PRESENTATION

The objective of the AMARZENA project is to produce and sell electricity and participate in different service system markets via the construction and operation of a Battery Storage Power plant that will be connected to the public electricity grid of Portugal, and hybridized with the already built AMAR PV plant.

AMARZENA will be hybrid storage system, connected to the same medium voltage substation as AMAR's PV plant (a 147 MWp PV plant), as shown in Figure 1 below.

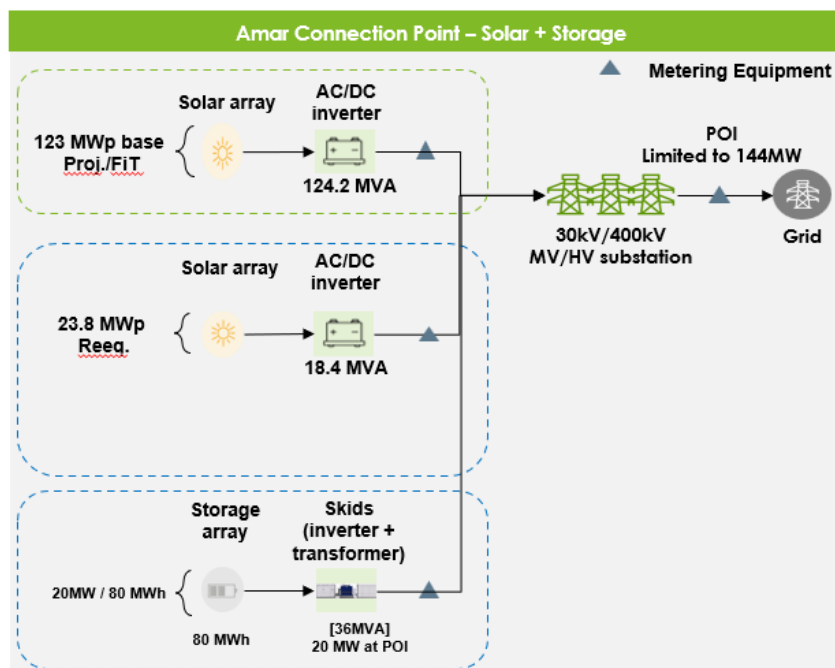


Figure 1: Hybridization with storage at AMAR's connection point

The power station of **AMARZENA** will be located in Gavião municipality in Alentejo in Portugal as shown in the photo below. The project will have an estimated installed capacity of 20 MW / 80MWh (hereinafter the "**Project**").



Figure 2: Amarzena Location

The general characteristics of the project are as follows:

General Information	
Secured site area	~2Has
Project Capacity (MWh)	~80 MWh installed (16 containers)
Project Capacity (MVA)	~36,8 MVA installed (quantity of PCS to be confirmed by Contractor of Scope B)
Project Capacity (MW)	20 MW injected (certified at POI)
Grid charging capacity (MW)	30 MW

Grid connection	
Grid operator	REN
Grid connection	Project's Point of Interconnection is on the 400kV busbar of AMAR existing HV Substation, but Project will be connected to the existing 33kV busbar (part of Scope C).
OVHL	0 km (project located nearby AMAR's Substation)
Connection between BESS and interconnection point	33 kV (included under Scope C)

Site description	
Soil conditions	The assessed site consists of sedimentary deposits with silty to clayey sandy soils varying significantly in gravel content, occasionally containing lightly cemented sand. A geotechnical model identifies four zones (GZ4 to GZ1). GZ4, the upper layer, includes topsoil and loose sandy soils unsuitable for reuse as engineered fill. Zones GZ3 to GZ1 consist of alternating layers of silty-clayey sands; GZ1 notably has higher gravel content and occasional cementation, especially near the substation. Foundation support for photovoltaic modules is planned via shallow driven piles, requiring a minimum length of 3m to resist uplift, vertical, and lateral forces. Helical anchors could be compromised due to gravel, cobbles, and boulders. Excavation is straightforward using mechanical equipment, without blasting. Excavated soils generally have good reuse potential, excluding GZ4 topsoil. Corrosion risk to metal structures is minimal; concrete should consider XA1 exposure class. Ground resistivity and thermal conductivity should guide earthing systems and cable trench designs.
Terrain slopes	The terrain has a gentle slope (between 296.5m m and 285.5 m), with slight gradients across the area. It features a mildly undulating surface, which can be easily leveled artificially to meet the project requirements.
Wind conditions	Max 20 m/s
Annual min/average/max temperature	Min 0.8°C / Avg 16.4°C / Max 42.9°C
Humidity rate	>90%
Distance to the sea	>30km
Environment	Mediterranean climate, hot and dry during the summer (summer flies and rodents on site)
Access	The Power Plant will be located inside existing PV plant and next to the AMAR's existing Substation.

The construction of the storage power plant will be financed via non-recourse project financing.

1.5. TENDER TIME FRAME

The stages for the **SCOPE B** and **SCOPE C** Tender process are as follows:

Date	Action	Party
16/10/2025	Issuance of Instruction to Bidders (SCOPE B and SCOPE C)	AKUO
Until 23/10/2025	Upon request: Transmission of the Tender Package Annexes	BIDDERS
14/11/2025	Submittal of Binding Offer	BIDDERS
Until 15/12/2025	Clarifications of the Offers	AKUO / BIDDERS
20/12/2025	Selection of Preferred Bidder	AKUO
Until 30/01/2026	Negotiation with the Preferred Bidder	AKUO / BIDDERS
04/02/2026	Contract Signed	AKUO / BIDDERS

1.6. LANGUAGE

The tender documents shall be submitted in English.

The Contract and the annexes that will be signed with the selected Bidder will be in English. However, some annexes mainly administrative could be in Portuguese.

1.7. CONTACT

The clarifications as well as financial and technical offers shall be submitted by email to:

- Julian Aurelle aurelle@akuoenergy.com
- Jean-Christophe Loison loison@akuoenergy.com

The offers shall be submitted by the date indicated in the Tender Time Frame above.

2. DIVISION OF SCOPES

The scopes of works for AMARZENA project are as follows:

- **Scope A – BESS Contract (supply, commissioning and O&M)**
- **Scope B – EPC without BESS supply**
- **Scope C – Extension works at existing MV/HV substation**

The Bidders shall quote separately, if they intend to quote for both SCOPE B and SCOPE C, the different scopes described under section 2.2&2.3 hereunder.

2.1. Scope A – BESS Contract (supply, commissioning and O&M) (not to be quoted)

General Scope of Work :

The Contractor is responsible for the sizing, the design, the supply and commissioning of the Battery Energy Storage System.

The Contractor's service includes the following works:

- Engineering, supply and commissioning of BESS including Battery modules, Battery racks, BMS and BPU if any
- Product and performance warranties
- Factory tests
- Transportation according to the DDP incoterm
- Recycling of defective modules during Operation phase and recycling of the BESS Containers at Plant Decommissioning

Operation and maintenance

The Contractor is responsible of the Operation and Maintenance of the BESS containers for 20 years following the Take Over. The scope covers as detailed in Appendix:

- Preventive and Corrective Maintenance
- Spare parts management and replenishment under extended guarantee
- Performance guarantees (Product, Round trip efficiency, availability and capacity)

2.2. Scope B: EPC without BESS supply (to be quoted)

General Scope of Work:

The Contractor shall be responsible for the engineering, procurement, construction and commissioning of the Plant in an EPC turn-key contract (excluding BESS supply) including but not limited to:

- Detailed Design based on:
 - Expected performance
 - Construction permits
 - Local authorities' specifications, in particular those of the Grid Operator
 - Applicable Laws, Norms and Standards
- Calculation notes
- As-built drawings
- Site preparation (vegetation removal and earthworks)
- Geotechnical survey (construction permit requirement).
- Base camp and temporary facilities
- Site security.
- Energization of the plant
- Certification of the plant
- Trainings

Main scope of works:

Scope B is composed of (non-exhaustive list):

- MV Skid including PCS and transformers: Design, supply and installation
- Civil works: Design, supply and execution of:
 - Geotechnical study
 - Foundation works: BESS containers, PCS, MV substations and other facilities
 - Internal roads:
 - Heavy roads allowing the safe transportation of the BESS containers and PCS on Site and their maintenance
 - Light roads, allowing the construction of the Plant and circulation of pick up for its maintenance
 - Spare part storage container (air conditioned)
 - Fences and gates
 - Water collection system: temporary and permanent (if required)
 - Installation of the BESS containers on the BESS foundations
- Electrical works: Design, supply and execution of:
 - PCS and MV transformers
 - DC networks
 - MV Collector system installation
 - Earth grid
 - Communication network
 - CCTV installation (if required)
 - Electrical protection system
- Control and protection: Design, procurement, installation and configuration of:
 - SCADA
 - Power Plant Controller
 - Protection relays at the RMU
- Commissioning: cold and hot commissioning of:
 - DC networks
 - PCS
 - Transformers
 - Ring Main Units
 - MV Collector system
 - SCADA and PPC
 - Communication networks
 - Ancillary Service Certification
- Supply of the necessary equipment (spare parts) for the operation and maintenance of the Storage Plant:
 - Specific room to ensure safe storing of the spare parts
- Temporary works to ensure the temporary structural stability of the works, the energization of the equipment and the plant, the continuity of the works
- Interconnection with existing Substation:
 - 33kV buried Lines to be connected to the MV switching room of the existing substations (separate feeders), including cable terminations. For the sake of clarity, for the interface with **Scope C**, the supply, installation and connection of the cable terminations to the MV Switchgear is included in **Scope B**.
- Operation and Maintenance (defect notification period of two years)
 - Two years of operation.

- Two years of preventive and corrective maintenance to ensure the requested performance and availability.
 - Tests for Performance Certificate Delivery
 - Ensure the relationship with the aggregator for the availability
 - Supervision
 - Safety and security
 - Necessary Spare parts to ensure the performance and availability of the plant
- Operation and Maintenance for 18 years (following the end of defect notification period) as detailed in Section Annex 5 – O&M Requirements.
 - On site operation and remote operation
 - Spare part management and replenishment
 - Preventive and Corrective maintenance
 - Supervision and monitoring through SCADA
 - Availability guarantee of at least 99%
 - Ensure the relationship with the aggregator for the availability

2.3. Scope C – Works at existing MV/HV substation (to be quoted)

- AMARZENA is connected to the AMAR existing substation. The connection to the substation is done as follows:
 - 33kV switchboard extension (3150 A rated busbar current) including:
 - 4 + 1 feeders of 1250 A available for the BESS project (motorized breakers)
 - 3 feeders of 3150 A (one switch disconnector for interconnexion with Busbar A, one for the future Main Power Transformer, one spare for the wind projects)
 - 4 feeders of 1250 A (one for the neutral transformer, one for the Solar Reequipment, two for the Solar OverEquipment)
 - On each feeder, a voltage transformer cubicle with two secondary windings for protection and measurement
 - Current transformers for measurement and protection on each feeder (5P20 and 2 metering windings 0,2s class)
 - Installation of protection relays with line differential protection, earth fault and overcurrent protection on each feeder
 - Metering system and power transducers for power control for each feeder
 - Control and interlocking IEDs to be installed in each feeder
 - Connection of the switchboard extension to the main switchboard at the 3150 A coupling switchgear
 - Substation SCADA update to integrate the new cubicles and equipment
- All necessary civil works
- Tests and commissioning with the Grid Operator

The Bidders shall respect all authorizations and permits obtained by Akuo (building permits, technical and financial proposals). The successful Bidder will provide a power plant whose

characteristics are in accordance with the Grid Manager's requirements for connection and operation.

In addition, the successful Bidder will do its best to respect the environment throughout the construction and testing phases.

The local content offered by the Bidder will be an important criterion for being selected for the Project.

Akuo will pay a particular attention to optimizations proposed by Bidders.

2.4. Description of interfaces

The interface between the **3 SCOPES** is described under **Annex 03 – Interface and Responsibility Matrix** attached to this ITB.

3. COST OF BIDDING

The Bidder shall bear all costs associated with the preparation and submission of its bid, and the Employer will in no case be responsible or liable for these costs, regardless of the conduct or outcome of the bidding process.

4. EMPLOYER TENDER DOCUMENTS

The characteristics of the Project to be delivered, the bidding procedures, contract terms and technical requirements are prescribed in the tender package.

The tender package includes the following documents:

- The present Instruction to Bidders document ("ITB")
- **Annex 1:** Employer requirements
- **Annex 2:** Project Inputs
- **Annex 3:** Interface and Responsibility Matrix
- **Annex 4:** Price Breakdown
- **Annex 5:** Operation & Maintenance Requirements
- **Annex 6:** Maintenance Requirements
- **Annex 7:** Performance Guarantees
- **Annex 8:** Not used
- **Annex 9:** Clarification table
- **Annex 10:** Contract template

The Bidder is expected to request these annexes to the Employer within the time frame specified in **1.5 TENDER TIME FRAME**.

The Bidder is expected to examine all Instructions, forms, terms, specifications and other information in the bidding documents. Failure to furnish all information and documents required in the above-listed bidding documents or submission of a bid not substantially responsive to the bidding documents in every respect will be at the Bidder's risk and may result in rejection of its bid. **In particular, the Employer will be entitled to reject any offer in which the price breakdown is not compliant with the format proposed in Annex 4 Price Breakdown.**

5. TENDER DOCUMENTS CLARIFICATION

5.1. CLARIFICATION OF TENDER DOCUMENTS

A prospective Bidder requiring any clarification on any aspect of the tender documents may notify the Employer in writing or by e-mail at the Employer's email address indicated above and within the time frame specified above. The clarifications must be submitted through the specific excel format shared in the tender package Annex 9.

The Employer will respond in writing to such requests for clarification of the tender documents. At the Employer's sole discretion, copies of the Employer's response (including a description of the enquiry but without identifying its source) may be sent to all prospective Bidders who have received the tender documents, to the exception of information of a confidential nature, proposal of material optimizations and/or competitive advantage for the Project, or which may reveal the Bidder's identity.

6. Deliverables expected to be included in the Bid

The Bidder shall prepare an offer for at least one of the two sizes Size 1 and Size 2 proposed, preferably for the two sizes. Only the layout, schedule and price breakdown can be updated for the second size.

The bid submitted by the Bidder shall be delivered to the address indicated in **1.7 CONTACT** and shall be composed of the following documents:

6.1. BIDDER'S TECHNICAL OFFER

The Bidder's technical offer shall comprise the following documents:

✓ Planning and project execution plan with detailed milestones

The Bidder shall describe how each project phase shall be executed; the engineering, procurement, inspection, shipment of equipment, construction and commissioning shall all be described. A time-limit for each phase must be specified.

✓ Detailed technical description

The Bidder shall submit a detailed technical description of the entirety of the Works, in particular in the form for designs, drawings and descriptive notes for the different subsets.

✓ Quality guarantees and quality control plans

The Bidder shall present a strategy to control and guarantee the quality of the project deliverables, in the form of a Quality Control Plan.

✓ Organizational chart and key project personnel

Key HR resources allocated to the project shall be presented and relevant CVs shall be submitted.

✓ Potential Sub-contractors

The Bidder shall submit a list of potential sub-contractors that have been identified for the works he wishes to sub-contract (including any references it may have from them).

✓ Local content requirements

In cases where local content requirements are imposed by the local utility, the Bidder shall provide a detailed local content program, specifying the rates of local content to be achieved by each of the protagonists (local entity(ies) and/or local subcontractor(s)).

6.2. PROJECT TIME SCHEDULE

The bidder shall submit a project timeline for the construction of the AMARZENA's battery energy storage system power which shall include the following milestones:

- Notice to Proceed
- Site preparation: Civil works and base camp installation
- Main Equipment Delivery: DAP deliveries
- BESS installation (indicate the proposed BESS delivery date)
- Electrical and mechanical completion
- Works Ready for Energization
- Energization
- Commissioning Completion
- Plant Ready for Certification from the aggregator
- Take Over
- Defect Notification Period

The timeline shall indicate the critical path.

The Project time schedule shall be in PDF format and in MS project form.

6.3. LIST OF SUBCONTRACTORS PROPOSED BY THE BIDDER

The Bidder shall include details of the name, nationality and references of the proposed Subcontractors, if applicable.

The Bidder shall preferably consider the following suppliers:

- Inverters: SMA & Power Electronics

The Bidder may propose any other supplier to the Employer.

The Bidder shall be responsible for ensuring that any plant, equipment or services to be provided by a subcontractor complies with the Employer's requirements relevant to the subcontractor's scope.

For BESS suppliers, the Bidder shall send their ESG information package including if available:

- Carbon Neutrality Report
- Code of Conduct for Suppliers
- ESG Report
- ISO 27001
- ISO 14001
- Statement against Modern Slavery and Human trafficking

6.4. ALTERNATIVE BIDS

Bidders wishing to propose technical alternatives to the requirements of the bidding documents must first price the Employer's design of the plant as described in the bidding documents and shall further provide all information necessary for a complete evaluation by the Employer of the proposed alternatives, including drawings, design calculations, technical specifications, breakdown of prices, proposed installation methodology and other relevant details. Only the technical alternatives, if any, of the lowest evaluated Bidder conforming to the basic technical requirements shall be considered by the Employer.

6.5. OFFER FOR THE OPERATION & MAINTENANCE

- Operation and Maintenance (Defect Notification Period of two years)
 - Two years of operation.
 - Two years of preventive and corrective maintenance to ensure the requested performance and availability.
 - Tests for Performance Certificate Delivery
 - Ensure the relationship with the aggregator for the availability
 - Supervision
 - Safety and security
 - Necessary Spare parts to ensure the performance and availability of the plant
- Operation & Maintenance for 18 years (following the end of Defect Notification Period)
 - Full operation and maintenance of the plant (including inventory of the spare parts on site)
 - Ensure the relationship with the aggregator for the availability

6.6. CONTRACT

In their offer, Bidders shall comply with the Contract Template (Annex 10) or share their deviations before the deadline indicated in the Tender Time Frame, if any.

Bidders shall also submit a full red-line of the Contract and its main annexes with their Binding Offer.

7. BID PRICES

Bidders will quote for the entire **SCOPE B** or **SCOPE C** on a "single responsibility" basis so that the total bid price covers all of the Bidder's obligations mentioned in or to be reasonably inferred from the bidding documents in respect of project management, engineering, manufacture, including procurement and subcontracting (if any), delivery, construction, installation and commissioning of the BESS plant.

Bidders are required to quote the price for the commercial, contractual and technical obligations outlined in the bidding documents. Bidders shall present their prices in the manner detailed in **Annex 4 -Price Breakdown**, for each Scope they are making an offer.

The Employer will be entitled to reject any offer in which the price breakdown is not compliant with the format proposed in Annex 4.

Commercial offers shall present fixed/lump sum prices.

Prices shall be quoted in Euro.

All equipment delivery shall be DDP and the term DDP shall be governed by the rules prescribed in the current edition of Incoterms, published by the International Chamber of Commerce, 38 Cours Albert 1er, 75008 Paris, France.

The Bidder's commercial offer shall clearly separate amounts without tax from applicable taxes per item. Import taxes shall be expressly specified.

Bids shall remain valid for 180 days after the closing date for the receipt of tenders.

In exceptional circumstances, the Employer may solicit the Bidder's consent to an extension of the tender validity period.

8. CONDITIONS OF CONTRACT

This section provides a general overview of the Contract, with an emphasis on non-negotiable clauses set by the Employer. Bidders submitting a quote will be bound to such conditions.

The main contract conditions are the following:

- The contract is a turnkey contract;
- The price of the contract is a lump sum;
- The Contractor's responsibility covers the entire execution of the works, from the takeover of the soil and subsoil to the Take Over of the works by the Employer;
- Penalties may be applied should the works not meet the contractual specifications regarding (i) time for completion and timeliness of key milestones, (ii) performance ratios (iii) availability (iv) noise levels (v) timely interconnection of the project to the grid and (v) grid compliance of the works with grid requirements.

Bidders will find the Contract Template in Annex 10.

9. OFFER ANALYSIS AND CONTRACT AWARD

9.1. CLARIFICATION OF BIDS

To assist in the examination, evaluation and comparison of bids, the Employer may, at its discretion, ask a Bidder for a clarification of its bid. Such clarification may be requested at any stage up to the awarding of the Contract.

9.2. EVALUATION OF OFFERS AND AWARD CRITERIA

In carrying out the evaluation, the Employer will examine and compare aspects of the bids based on the information supplied by the Bidders, considering the following factors:

- (a) Technical aspects (50%)
 - i. Overall completeness of the offer and compliance with the Technical Specifications; deviations from the Technical Specifications as identified by the Bidder; suitability of the Facilities with the site's environmental and climatic conditions ; quality, function and operation of any process included in the tender. Tenders which do not meet minimum acceptable standards in terms of completeness, consistency and detail will be rejected as non-responsive.
 - ii. Project schedule
- (b) Commercial aspects (30%)
 - i. Prices offered for the Scope of Works
 - ii. Proposed warranty period and warranty characteristics for the main equipment

- (c) Experience and financial soundness aspects (20%)
 - i. Previous experience in international storage and renewable projects
 - ii. Financial soundness of the Bidder

Akuo will pay a particular attention to optimizations proposed by Bidders. Where alternative technical solutions have been offered by the Bidder, the Employer will make a similar evaluation of the alternatives.

Employer will award the contract to the Bidder whose offer has been determined as being in compliance with Employer's technical requirements, and providing to its discretion the highest level of comfort as per management of execution/planning risk.

9.3. EMPLOYER'S RIGHT TO ACCEPT ANY TENDER AND TO REJECT ANY OR ALL TENDERS

The Employer shall have the right to accept or reject any bid, and to annul the tender process and reject all bids at any time prior to the awarding of the contract, without thereby incurring any liability to any Bidder but will inform any Bidder of the grounds for the Employer's action.

9.4. NEGOTIATION PHASE

During this tender, there will be a negotiation phase with selected bidders regarding the attributes of the bids submitted, following an initial analysis and evaluation of the proposals based on the valuation factors set out in the previous clause.

The bidder(s) will be notified in advance of the date, time, and location of the negotiation sessions. The sessions may be held by telematic means, as indicated in the said notification.

During the negotiation phase, all bidders shall be given opportunities to improve their respective proposals.

At the end of the negotiation phase the bidders shall submit an improved final bid (best and final offer).

9.5. QUALIFICATION DOCUMENTS

The bidders must send the following documents to the email address indicated in article 5 of these Instructions to Bidders with their offer:

- (a) Criminal record certificate of the legal entity and of the members of its administrative, management, or executive bodies;
- (b) Proof of regularized status with respect to social security contributions in Portugal or, if applicable, in the country where its main establishment is located;
- (c) Proof of regularized status with respect to taxes due in Portugal or, if applicable, in the country where its main establishment is located;

10. SUBSIDIARY APPLICATION

In all matters expressly not provided for in these Instructions to Bidders, the general principles of impartiality, proportionality, good faith, protection of legitimate expectations, as well as the principles of competition, equal treatment, and non-discrimination shall apply.