684474-2026 - Competition

Denmark – Foreign exchange services – 1100-07982 Tender for currency exchange
OJ S 192/2026 05/10/2026
Contract or concession notice – standard regime
Services

1. Buyer

1.1. Buyer

Official name: Københavns Lufthavne A/S
Email: ea.plaugmann@cph.dk
Legal type of the buyer: Public undertaking
The buyer is a contracting entity
Activity of the contracting entity: Airport-related activities

2. Procedure

2.1. Procedure

Title: 1100-07982 Tender for currency exchange
Description: This tender represents an opportunity to appoint a new operator to 4 units in CPH and reshape the future foreign exchange proposition. Together, these locations provide direct access to the concession's two primary customer groups and offer exposure to some of the airport's most commercially attractive passenger flows. CPH’s objective is to establish a commercially sustainable and customer-focused business model that reflects changing passenger needs, evolving payment trends, and the continued growth and development of the airport.
Procedure identifier: be38d1a9-c745-4a57-b3d3-72da27fbc96c
Internal identifier: 1100-07982 - F/X tender
Type of procedure: Negotiated with prior publication of a call for competition / competitive with negotiation
Main features of the procedure: The tender procedure will be conducted as a negotiated procedure without prequalification. CPH reserves the right, during the course of the negotiations, to reduce the number of tenderers participating in the negotiations. The number may already be reduced on the basis of the first tenders. CPH reserves the possibility to award the lease agreement on the basis of the initial and all subsequent tenders received. If so, the tenders will be evaluated in accordance with the tender conditions. CPH is therefore entitled, but not obliged, to negotiate.

2.1.1. Purpose

Main nature of the contract: Services
Main classification (cpv): 66180000 Foreign exchange services

2.1.2. Place of performance

Country subdivision (NUTS): Københavns omegn (DK012)
Country: Denmark

2.1.3. Value

Estimated value excluding VAT: 1 800 000 000,00 DKK

2.1.4. General information

Additional information: The lessee must obtain and maintain all licences, permits and authorisations required under Danish law for the operation of the currency exchange business, see section 2 of the lease.

Legal basis:

Directive 2014/23/EU

2.1.6. Grounds for exclusion

Sources of grounds for exclusion: Notice

Corruption: Er den økonomiske aktør selv eller en person, der tilhører den økonomiske aktørs administrations-, ledelses- eller tilsynsorgan eller har beføjelse til at repræsentere eller kontrollere eller til at træffe beslutninger heri, ved en endelig dom blevet dømt for bestikkelse ved en dom afsagt for højst fem år siden, eller hvori en udelukkelsesperiode fastsat direkte i dommen fortsat finder anvendelse? Som defineret i artikel 3 i konventionen om bekæmpelse af bestikkelse, som involverer tjenestemænd ved De Europæiske Fællesskaber eller i Den Europæiske Unions medlemsstater (EFT C 195 af 25.6.1997, s. 1), og i artikel 2, stk. 1, i Rådets rammeafgørelse 2003/568/RIA af 22. juli 2003 om bekæmpelse af bestikkelse i den private sektor (EUT L 192 af 31.7.2003, s. 54). Denne udelukkelsesgrund omfatter også bestikkelse som defineret i den nationale ret gældende for den ordregivende myndighed (den ordregivende enhed) eller den økonomiske aktør.

Fraud: Er den økonomiske aktør selv eller en person, der tilhører den økonomiske aktørs administrations-, ledelses- eller tilsynsorgan eller har beføjelse til at repræsentere eller kontrollere eller til at træffe beslutninger heri, ved en endelig dom blevet dømt for svig ved en dom afsagt for højst fem år siden, eller hvori en udelukkelsesperiode fastsat direkte i dommen fortsat finder anvendelse? Som omhandlet i artikel 1 i konventionen om beskyttelse af De Europæiske Fællesskabers finansielle interesser (EFT C 316 af 27.11.1995, s. 48).

Money laundering or terrorist financing: Er den økonomiske aktør selv eller en person, der tilhører den økonomiske aktørs administrations-, ledelses- eller tilsynsorgan eller har beføjelse til at repræsentere eller kontrollere eller til at træffe beslutninger heri, ved en endelig dom blevet dømt for hvidvaskning af penge eller finansiering af terrorisme ved en dom afsagt for højst fem år siden, eller hvori en udelukkelsesperiode fastsat direkte i dommen fortsat finder anvendelse? Som defineret i artikel 1 i Europa-Parlamentets og Rådets direktiv 2005/60/EF af 26. oktober 2005 om forebyggende foranstaltninger mod anvendelse af det finansielle system til hvidvaskning af penge og finansiering af terrorisme (EUT L 309 af 25.11.2005, s. 15).

Participation in a criminal organisation: Er den økonomiske aktør selv eller en person, der tilhører den økonomiske aktørs administrations-, ledelses- eller tilsynsorgan eller har beføjelse til at repræsentere eller kontrollere eller til at træffe beslutninger heri, ved en endelig dom blevet dømt for deltagelse i en kriminel organisation ved en dom afsagt for højst fem år siden, eller hvori en udelukkelsesperiode fastsat direkte i dommen fortsat finder anvendelse? Som defineret i artikel 2 i Rådets rammeafgørelse 2008/841/RIA af 24. oktober 2008 om bekæmpelse af organiseret kriminalitet (EUT L 300 af 11.11.2008, s. 42).

Terrorist offences or offences linked to terrorist activities: Er den økonomiske aktør selv eller en person, der tilhører den økonomiske aktørs administrations-, ledelses- eller tilsynsorgan eller har beføjelse til at repræsentere eller kontrollere eller til at træffe beslutninger heri, ved en endelig dom blevet dømt for terrorhandlinger eller strafbare handlinger med forbindelse til terroraktivitet ved en dom afsagt for højst fem år siden, eller hvori en udelukkelsesperiode fastsat direkte i dommen fortsat finder anvendelse? Som defineret i henholdsvis artikel 1 og 3 i Rådets rammeafgørelse 2002/475/RIA af 13. juni 2002 om bekæmpelse af terrorisme (EFT L 164 af 22.6.2002, s. 3). Denne udelukkelsesgrund omfatter også anstiftelse, medvirken og forsøg på at begå sådanne handlinger som omhandlet i nævnte rammeafgørelses artikel 4.

Child labour and including other forms of trafficking in human beings: Er den økonomiske aktør selv eller en person, der tilhører den økonomiske aktørs administrations-, ledelses- eller tilsynsorgan eller har beføjelse til at repræsentere eller kontrollere eller til at træffe beslutninger heri, ved en endelig dom blevet dømt for børnearbejde og andre former for menneskehandel ved en dom afsagt for højst fem år siden, eller hvori en udelukkelsesperiode fastsat direkte i dommen fortsat finder anvendelse? Som defineret i artikel 2 i Europa-Parlamentets og Rådets direktiv 2011/36/EU af 5. april 2011 om forebyggelse og bekæmpelse af menneskehandel og beskyttelse af ofrene herfor, og om erstatning af Rådets rammeafgørelse 2002/629/RIA (EUT L 101 af 15.4.2011, s. 1).
Breaching of obligations in the fields of environmental law: Er den økonomiske aktør bekendt med at have tilsidesat sine forpligtelser på miljølovgivningsområdet? Således som de i forbindelse med dette udbud fremgår af national ret, den relevante meddelelse eller udbudsdokumenterne eller artikel 18, stk. 2, i direktiv 2014/24/EU.
Breaching of obligations in the fields of labour law: Er den økonomiske aktør bekendt med at have tilsidesat sine forpligtelser på det arbejdsretlige område? Således som de i forbindelse med dette udbud fremgår af national ret, den relevante meddelelse eller udbudsdokumenterne eller artikel 18, stk. 2, i direktiv 2014/24/EU.
Breaching of obligations in the fields of social law: Er den økonomiske aktør bekendt med at have tilsidesat sine forpligtelser på sociallovgivningsområdet? Således som de i forbindelse med dette udbud fremgår af national ret, den relevante meddelelse eller udbudsdokumenterne eller artikel 18, stk. 2, i direktiv 2014/24/EU.
Agreements with other economic operators aimed at distorting competition: Har den økonomiske aktør indgået aftaler med andre økonomiske aktører med henblik på konkurrencefordrejning?
Grave professional misconduct: Har den økonomiske aktør i forbindelse med udøvelsen af erhvervet gjort sig skyldig i alvorlige forsømmelser? Hvis det er relevant, se definitioner i national ret, den relevante meddelelse eller udbudsdokumenterne.
Misrepresentation, withheld information, unable to provide required documents or obtained confidential information of this procedure: Har den økonomiske aktør befundet sig i en af følgende situationer:a) Denne har afgivet groft urigtige oplysninger ved meddelelsen af de oplysninger, der kræves til verifikation af, at der ikke er grundlag for udelukkelse, eller af at udvælgelseskriterierne er opfyldt,b) Denne har tilbageholdt sådanne oplysninger,c) Denne har været ude af stand til straks at fremsende den supplerende dokumentation, som en ordregivende myndighed eller en ordregivende enhed anmoder om, ogd) Denne har uretmæssigt påvirket den ordregivende myndigheds eller den ordregivende enheds beslutningsproces, indhentet fortrolige oplysninger, der kan give denne uretmæssige fordele i forbindelse med udbudsproceduren, eller uagtsomt givet vildledende oplysninger, der kan have væsentlig indflydelse på beslutninger vedrørende udelukkelse, udvælgelse eller tildeling?
Conflict of interest due to its participation in the procurement procedure: Er den økonomiske aktør opmærksom på en interessekonflikt, jf. national ret, den relevante meddelelse eller udbudsdokumenterne, som følge af sin deltagelse i udbudsproceduren?
Direct or indirect involvement in the preparation of this procurement procedure: Har den økonomiske aktør eller en virksomhed, der er knyttet til den økonomiske aktør, rådgivet den ordregivende myndighed eller den ordregivende enhed eller på anden måde været involveret i forberedelsen af udbudsproceduren?
Early termination, damages, or other comparable sanctions: Har den økonomiske aktør væsentligt misligholdt en tidligere offentlig kontrakt, en tidligere kontrakt med en ordregivende enhed eller en tidligere koncessionskontrakt, hvor misligholdelsen har medført den pågældende kontrakts ophævelse eller en lignende sanktion?

Breaching obligation relating to payment of social security contributions: Har den økonomiske aktør tilsidesat sine forpligtelser vedrørende betaling af bidrag til sociale sikringsordninger både i det land, hvor den økonomiske aktør er etableret, og i den ordregivende myndigheds eller den ordregivende enheds medlemsstat, hvis denne er en anden end etableringslandet?
Breaching obligation relating to payment of taxes: Har den økonomiske aktør tilsidesat sine forpligtelser vedrørende betaling af skatter og afgifter både i det land, hvor den økonomiske aktør er etableret, og i den ordregivende myndigheds eller den ordregivende enheds medlemsstat, hvis denne er en anden end etableringslandet?
Business activities are suspended: Er den økonomiske aktørs erhvervsvirksomhed blevet indstillet?
Bankruptcy: Er den økonomiske aktør gået konkurs?
Arrangement with creditors: Er den økonomiske aktør under tvangsakkord uden for konkurs?
Insolvency: Er den økonomiske aktør under insolvens- eller likvidationsbehandling?
Assets being administered by liquidator: Administreres den økonomiske aktørs aktiver af en kurator eller af retten?
Analogous situation like bankruptcy, insolvency or arrangement with creditors under national law: Er den økonomiske aktør i en situation, som svarer til konkurs i henhold til en tilsvarende procedure, der er fastsat i national ret?

5. Lot

5.1. Lot: LOT-0000

Title: 1100-07982 Tender for currency exchange
Description: This tender represents an opportunity to appoint a new operator to 4 units in CPH and reshape the future foreign exchange proposition. Together, these locations provide direct access to the concession's two primary customer groups and offer exposure to some of the airport's most commercially attractive passenger flows. CPH’s objective is to establish a commercially sustainable and customer-focused business model that reflects changing passenger needs, evolving payment trends, and the continued growth and development of the airport.
Internal identifier: 1100-07982 - F/X tender

5.1.1. Purpose

Main nature of the contract: Services
Main classification (cpv): 66180000 Foreign exchange services

5.1.2. Place of performance

Country subdivision (NUTS): Københavns omegn (DK012)
Country: Denmark

5.1.3. Estimated duration

Start date: 01/03/2027
Duration end date: 30/06/2032

5.1.4. Renewal

Maximum renewals: 1
Other information about renewals: CPH can prolong the Lease with up to 12 months

5.1.5. Value

Estimated value excluding VAT: 1 800 000 000,00 DKK

5.1.6. General information

Reserved participation:
Participation is not reserved.
Procurement Project not financed with EU Funds.
Additional information: The lessee must obtain and maintain all licences, permits and authorisations required under Danish law for the operation of the currency exchange business, see section 2 of the lease.

5.1.9. Selection criteria

Sources of selection criteria: Notice
Criterion: References on specified services
Description of selection criterion: Description of selection criterion (English) It is a minimum requirement that the tenderer provides at least two (2) references relating to comparable business activities. For the purposes of this requirement, a reference will be considered comparable only if it concerns the operation of currency exchange services at an airport handling more than 10 million passengers annually. The references (operator statement only) must relate to contracts that have been carried out during the two (2) years preceding the tender deadline. Ongoing contracts may be relied upon, provided that the contract has been performed for at least twelve (12) months prior to the tender deadline. The reference requirement can be fulfilled through references where the tenderer has been a supplier or subcontractor. The decisive factor is that the tenderer has performed the work covered by the reference. The references must be described in the ESPD and include the following information: - Short description of the references - The airports and the number of total annual passengers in 2025 - Date of opening of the premises - Contact person from each contracting entity CPH reserves the right to contact the contracting entity in question to verify the existence of the reference. Please note that a tenderer may in its ESPD state only its own references, i.e. for the specific legal entity (e.g. company) in question. This means for example that group companies' references may be taken into account only if the tenderer relies on the group companies in question in relation to suitability and if separate ESPDs and letters of commitment are submitted for these group companies, see below. As for consortia, the consortium members combined must meet the minimum requirement. As for tenderers relying on the technical and professional suitability of other economic operators, the tenderer and the committed entity combined must meet the minimum requirement.

5.1.10. Award criteria

Criterion:
Type: Price
Name: Financial
Description: The economic operator must complete and submit Annex A (Financial offer). All blanks marked yellow in Annex A must be filled out by the tenderer. Annex A constitutes the tenderer’s combined financial offer across all locations. The offered concession fee and minimum annual rent (per IDP) will be applicable across all units. The overall assessment of “Financial” is based on the two (2) sub-sub-criteria described above and is calculated with two decimal places. The sub-sub-criteria are evaluated separately. No indexation is applied for evaluation purposes. All prices must be quoted in Danish kroner (DKK) excluding VAT (but including any other indirect taxes). 16.2.1.1. Sub-sub-criterion “Concession fee (%)” (50%) The tenderer must state the offered concession fee percentage in Annex A (Financial offer), the offered concession fee (%) for both sales and purchase of currencies. When assessing “Concession fee (%)”, emphasis will be placed on as high a value as possible. CPH will use a scoring system in which the concession fee is translated into scores ranging from a minimum of 0 points to a maximum of 10 points: - The tender offering the highest concession fee will

receive 10 points. - The lower bound will initially be set at 100% of the highest offered concession fee. - If one or more tenders fall below the lower bound, the lower bound will be reduced in increments of 10 percentage points until all submitted tenders are included in the scoring interval. - A concession fee equal to the resulting lower bound will receive 0 points. - All concession fees between the resulting lower bound and the highest offered concession fee will be awarded points by linear interpolation. - If all tenderers offer the same concession fee, all tenderers will receive 10 points. Tenderers may submit an initial or subsequent tender offering a concession fee below 2.35%. Such tenders will be evaluated in accordance with the model above and may form the basis for participation in the negotiations. However, it is a minimum requirement for contract award that the concession fee offered is at least 2.35%. A tender offering a concession fee below 2.35% will be ineligible for contract award. 16.2.1.2. Sub-sub-criterion “Minimum annual rent (per IDP)” (50%) The tenderer must state the offered minimum annual rent (per IDP) for all units in Annex A (Financial Offer), which will be adjusted in accordance with the lease agreement. The minimum annual rent (per IDP) for each unit will serve as the minimum guaranteed payment to CPH. For evaluation purposes, the minimum annual rent (per IDP) is calculated as the sum of the minimum annual rent (per IDP) offered for all locations. The estimated IDP in the Financial offer (Annex A) for the lease period, provided by CPH, is not binding. When assessing “Minimum annual rent (per IDP)”, emphasis will be placed on as high a minimum annual rent per IDP as possible. The minimum annual rent per IDP must be quoted in Danish kroner (DKK) excl. VAT (but including any other indirect taxes, duties etc.) CPH will use a scoring system in which the minimum annual rent (per IDP) is translated into scores ranging from a minimum of 0 points to a maximum of 10 points: - The tender offering the highest minimum annual rent per IDP will receive 10 points. - The lower bound will initially be set at 100% of the highest offered minimum annual rent per IDP. - If one or more tenders fall below the lower bound, the lower bound will be reduced in increments of 10 percentage points until all submitted tenders are included in the scoring interval. - A minimum annual rent per IDP equal to the resulting lower bound will receive 0 points. - All offers between the resulting lower bound and the highest offered minimum annual rent per IDP will be awarded points by linear interpolation. - If all tenderers offer the same minimum annual rent per IDP, all tenderers will receive 10 points.
Category of award weight criterion: Weight (percentage, exact)
Award criterion number: 80

Criterion:

Type: Quality
Name: Quality
Description: The overall assessment of quality is based on the following sub-sub-criteria and is calculated with two decimal places. 16.2.2.1. Sub-sub-criterion “Concept” (50%) The proposal will be evaluated on the overall strength of the store concept, including the ability to deliver a well-executed portfolio of stores with a relevant value proposition for travelers, clearly defined roles, and store design and layout that create a high-quality shopping experience, a high-quality, durable, and sustainable design solution, fit-in with the overall CPH design and deliver strong commercial performance. Pricing must be clearly and unambiguously displayed. 16.2.2.2. Sub-sub-criterion “Business plan” (50%) The assessment of Business plan will focus on: Setup: The proposal will be evaluated on the overall strength of the CPH setup, including the ability to deliver a robust organizational set up, reliable and high performing units, that drives a strong commercial result. Viability of business plan: The viability of the business plan will be evaluated on how the submitted description demonstrates an ability to operate sustainable and commercially sound units at CPH, and on how convincingly intended investments and key operational and cost drivers support the brand experience and commercial performance.

Category of award weight criterion: Weight (percentage, exact)
Award criterion number: 20

5.1.11. Procurement documents

Languages in which the procurement documents are officially available: English
Address of the procurement documents: https://eu.eu-supply.com/app/rfq/rwlentrance_s.asp?PID=461489&TID=200421847&B=

5.1.12. Terms of procurement

Terms of submission:
Electronic submission: Required
Address for submission: https://eu.eu-supply.com/app/rfq/rwlentrance_s.asp?PID=461489&TID=200421847&B=
Languages in which tenders or requests to participate may be submitted: English
Variants: Not allowed
Tenderers may submit more than one tender: Not allowed
Description of the financial guarantee: No later than two months before the date of commencement, the lessee must provide security in form of a cash deposit or a demand guarantee from a reputable bank in accordance with appendix 5.9.
Deadline for receipt of requests to participate: 02/11/2026 09:00:00 (UTC+00:00) Western European Time, GMT
Terms of contract:
The execution of the contract must be performed within the framework of sheltered employment programmes: No
A non-disclosure agreement is required: yes
Additional information about the non-disclosure agreement: To obtain access to CPH passenger forecast and FX transaction data, the tenderer must sign a non-disclosure agreement (Annex H) because the information is confidential. The following document contain CPH passenger forecast and is therefore subject to signing of the NDA: Financial offer (Annex A) and Viability of Business plan (Annex I). Tenderers must fill out and submit Financial offer (Annex A) and Viability of Business plan (Annex I) as part of the tender. This means that a tenderer must sign the NDA in order to submit a tender. The tenderer shall fill out Annex H (NDA) and forward it to CPH via EU-Supply. When CPH has received the signed NDA, CPH will forward Financial offer (Annex A) and Viability of Business plan (Annex I) to the tenderer through EU-Supply at the latest four days after CPH has received the signed Annex H (NDA).
Electronic invoicing: Required
Electronic ordering will be used: yes
Electronic payment will be used: yes

5.1.16. Further information, mediation and review

Review organisation: Klagenævnet for Udbud
Organisation providing additional information about the procurement procedure: Københavns Lufthavne A/S
Organisation providing more information on the review procedures: Konkurrence- og Forbrugerstyrelsen

8. Organisations

8.1. ORG-0001

Official name: Københavns Lufthavne A/S
Registration number: 14707204

Postal address: Lufthavnsboulevarden 6
Town: Kastrup
Postcode: 2770
Country subdivision (NUTS): Københavns omegn (DK012)
Country: Denmark
Contact point: Ea Meyer
Email: ea.plaugmann@cph.dk
Telephone: +45 28707014
Buyer profile: https://eu.eu-supply.com/ctm/company/companyinformation/index/564760
Roles of this organisation:
Buyer
Organisation providing additional information about the procurement procedure

8.1. ORG-0002
Official name: Klagenævnet for Udbud
Registration number: 37795526
Postal address: Nævnenes Hus, Toldboden 2
Town: Viborg
Postcode: 8800
Country subdivision (NUTS): Vestjylland (DK041)
Country: Denmark
Email: klfu@naevneneshus.dk
Telephone: +45 72405600
Internet address: https://naevneneshus.dk/start-din-klage/klagenaevnet-for-udbud/
Roles of this organisation:
Review organisation

8.1. ORG-0003
Official name: Konkurrence- og Forbrugerstyrelsen
Registration number: 10294819
Postal address: Carl Jacobsens Vej 35
Town: Valby
Postcode: 2500
Country subdivision (NUTS): Byen København (DK011)
Country: Denmark
Email: kfst@kfst.dk
Telephone: +45 41715000
Internet address: https://kfst.dk/
Roles of this organisation:
Organisation providing more information on the review procedures

8.1. ORG-0004
Official name: Mercell Holding ASA
Registration number: 980921565
Postal address: Askekroken 11
Town: Oslo
Postcode: 0277
Country subdivision (NUTS): Oslo (NO081)
Country: Norway
Contact point: eSender
Email: publication@mercell.com

Telephone: +47 21018800
Fax: +47 21018801
Internet address: http://mercell.com/
Roles of this organisation:
TED eSender

Notice information

Notice identifier/version: d40f2c5c-eb7f-48a3-a075-dacd1ca3274c - 01
Form type: Competition
Notice type: Contract or concession notice – standard regime
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