NOTICE TO ECONOMIC OPERATORS FOR THE PURPOSE OF PRIOR MARKET CONSULTATION BEFORE THE FORMAL COMMENCEMENT OF THE PROCUREMENT PROCEDURE

Invitation to participate in market consultation for Treasury Management System (TMS)

Zagreb, 9 March 2026

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1. Introduction

1.1. Purpose

One of the guiding principles of Hrvatska banka za obnovu i razvitak (hereinafter: HBOR) Information System Strategy is the replacement of existing tools, technologies and solutions with new ones that have emerged on the market and offer additional comparative advantages. In this regard, there is a need for implementing new, modern application support for treasury operations (Treasury Management System, hereinafter: TMS). The existing application support is not adequately integrated into business processes, which hampers users' day-to-day work, increases operational risks, raises the complexity of maintaining existing solutions, and makes it difficult or impossible to develop new functionalities.

HBOR plans to initiate a public procurement procedure for a TMS in accordance with the Public Procurement Act (Official Gazette No. 120/16 and 114/22), with the aim of preparing the procurement and informing economic operators of its requirements relating to the acquisition of the TMS.

For the purposes of further planning and conducting the public procurement procedure and preparing the Procurement Documentation (hereinafter: DON), we kindly ask all interested economic operators to submit their proposals and comments, including the estimated value of all instruments and functional and technical requirements, as well as other items listed below and in the appendices, no later than **10 April 2026** to the email address nabava@hbor.hr.

In conducting the market research, HBOR will act in a manner that does not distort competition, nor violate the principles of non-discrimination and transparency.

The results of the market research are not binding on HBOR, nor do they create any legal transaction or relationship with the economic operators participating in the research.

1.2. Document and Response Structure

Vendors are expected to:

1. Complete the attached Bill of Quantities in Appendix 1 (further details in the chapter "Pricing and Governing Law").
2. Provide details about the economic operator (further details in the chapter "Vendor Description").
3. Submit a document confirming and describing which instruments listed in Appendix 2 are supported in their solution.
4. Submit a document confirming and describing how they meet all the functional requirements listed in Appendix 2 and the chapter "Functional Requirements".
5. Submit a document confirming and describing how they meet all the technical requirements listed in Appendix 2 and the chapter "Technical Requirements".
6. Provide details of the proposed implementation plan (further details in the chapter "Implementation Plan").
7. Submit a document confirming and describing how they can meet all the post-implementation maintenance requirements for the solution (further details in the chapter "Maintenance").
8. Provide vendor and solution references (further details in the chapter "References").

For each requirement, vendors are expected to either:

1. Confirm that the requirement is supported in the solution they offer; or
2. Confirm that the requirement or deviation from the requirement can be supported through parameterisation or customisation of their solution; or
3. Confirm that they plan to develop the solution; or
4. Confirm that they cannot support the requirement and have no plans to develop the solution.

In the case of option 2, the vendor is expected to estimate the time and cost of adapting the solution, which will serve as input for the Bill of Quantities and Implementation Plan.

1.3. Data Confidentiality

Data collected during the market research, to which the provisions on data confidentiality apply in accordance with applicable regulations, shall be kept as banking and business secrets. Both parties agree and undertake that the data in this document may only be used for the purpose of conducting the market research.

2. Overview of HBOR

2.1. Business Overview

HBOR is the development and export bank as well as the export credit agency of the Republic of Croatia, whose main task is to promote the development of the Croatian economy. Through lending, investing in venture capital funds, providing export credit insurance against political and commercial risks, issuing guarantees, and offering business advisory services, HBOR supports entrepreneurs in implementing their projects with the aim of strengthening the competitiveness of the Croatian economy.

2.2. Current IT Environment

HBOR's core banking system currently consists of a number of applications covering individual areas of business operations.

The following table lists the applications that make up the core banking system and briefly describes the business functions they support:

Application	Application Purpose
SUNFIRE	Application Sunfire is an application for managing lending, deposit operations, and reverse repo transactions with domestic financial institutions.
DEV5	Application DEV5 primarily supports foreign currency payment transactions and the processing of letters of credit, received loans, and deposit operations with foreign financial institutions, as well as the booking of certain treasury products. The application was implemented to support products not supported in Sunfire.
SIGNAPAY	The application supports HBOR's payment transactions, covering the functionality of outgoing and incoming payments, statements, and the management of part of HBOR's transaction accounts. HBOR is currently operating under a corporate payment model where HBOR's transaction accounts are held through commercial banks.
LOAN ORIGINATION	This processing application covers HBOR's process for receiving and processing credit applications from the moment the application is received through documentation collection, credit analysis, and up to loan contracting.
GKA	The application covers all general ledger functionalities for HBOR. It integrates with all HBOR applications either through manual entries or via web services for booking (a smaller number of recently developed applications).
TEMIS	The application covers all functionalities of HBOR's fiduciary general ledger. It integrates with HBOR applications either through manual entries or via web services for booking.
STRIBOR	Application Stribor (from the same vendor as applications Sunfire and GKA) is primarily intended for general ledger reporting. It should be regarded as part of the general ledger system.
DUGOROČNO FINANCIRANJE	The application supports functionalities related to the borrowing process (received loans) that are not supported either in application Sunfire or application DEV5. The application is not integrated with the general ledger; it stores data on received loans, tranches, maturities and accounts, but calculations and bookings are performed outside the application.
SWIFT	HBOR uses SWIFT Alliance and connects to SWIFT Alliance through an intermediary (SWIFT bureau).

RINT/FXDER	An internally developed application that supports activities related to product entry, transaction entry, limit controls, and reporting on HBOR treasury positions. The application is partially integrated with the general ledger, but part of the bookings from application RINT are processed manually through products opened in application DEV5. Through this market research invitation, HBOR is initiating the replacement of this application with an integrated TMS.
PRP	This internally developed application manages non-performing exposures under special collection treatment. Loans are manually transferred to this application from application Sunfire.
FLITE	HBOR uses application FLITE for calculating required provisions in accordance with IFRS 9 accounting standards. Data on all products are loaded into the application, and the calculated provisions are returned to the source analytics for booking in the general ledger.
REGISTAR KLIJENATA	This internally developed application is HBOR's central Customer Relationship Management (CRM) system and, as such, is integrated with all HBOR applications. HBOR expects the new system to integrate with this application. HBOR has no intention of replacing this central application, as a large number of customisations have been developed within it to meet HBOR's specific needs.
KVOTE	The application provides support for HBOR's framework loans to commercial banks. It stores data on all loans disbursed by commercial banks based on funds approved to those banks by HBOR. The application is linked to Sunfire system, which manages loan accounts towards commercial banks.
SAJK/NK	The application contains HBOR's register of received collateral. In one part, it also procedurally covers the analysis and assessment of collateral during the processing of credit applications. Additionally, the application calculates the adequacy of HBOR's guarantee capital.
EVIDENCIJA SEKTORA KREDITIRANJA	The application was developed internally by HBOR to compensate for the shortcomings of Sunfire in storing all data that needs to be collected alongside individual loan accounts.
TEČAJNA LISTA I KAMATNE STOPE	This is a small application used for fetching and distributing exchange rate lists and interest rates to all parts of HBOR's information system.
DWH	HBOR has DWH System on which it develops a large number of reports used in day-to-day operations, management reporting, and in part for regulatory reports. HBOR's intention is to retain its DWH system and, within the scope of the implementation process, develop ETL processes for loading data from the new system into DWH.

2.3. Number of transactions

Year	Number of transactions by financial instrument								
	Deposits	REPO	Securities	FX spot	FX swap	FX FWD	UCITS funds	Borrowings	Total
2018.	76	429	27	75	-	-	26	5	**638**
2019.	153	327	20	62	-	-	23	13	**598**
2020.	104	321	34	67	5	5	19	12	**567**
2021.	109	160	24	36	15	-	8	9	**361**
2022.	88	225	43	82	28	-	17	11	**494**
2023.	1.171	722	69	15	81	-	-	14	**2.072**
2024.	1.867	886	31	10	84	-	2	15	**2.895**
2025.	1.420	673	20	8	32	-	-	11	**2.164**
Number of transactions	**4.988**	**3.743**	**268**	**355**	**245**	**5**	**95**	**90**	**9.789**

3. Implementation Project Scope

The scope of the new TMS implementation project has the following objectives, which indicate the applications whose functionalities need to be replaced by the new system:

Objective 1: Replacement of applications supporting the treasury business process.

The first objective is the replacement of the internally developed application RINT/FXDER, which supports all front-office activities of HBOR's treasury. This application is partially integrated with the general ledger, while most of the bookings resulting from application RINT are processed manually through products supported in applications DEV5 and Sunfire.

Objective 2: Introduction of application support for the management of market, interest rate, and currency risks.

The second objective is to introduce comprehensive application support for the management of market, interest rate, and currency risks. This functionality is currently partially supported in application RINT/FXDER and in various Excel records, as HBOR does not have an application solution covering risk management needs.

4. Vendor Description

Vendors are expected to provide the following information about their organisation in the documentation:

4.1. Company Organisation

1. Location of the company's registered office, organisational structure, names of key persons during the sales and implementation cycle[1] (including, for each person, a brief CV and a description of their involvement in the planned activities).
2. The company's position in the EU and the rest of the world (market share), description of activities, clients, and business references in the EU and the rest of the world relevant to the subject of this market research.
3. Do user groups exist for your solutions? How is their work organised?

4.2. Human Resources

1. How many specialists do you have available for the implementation of the specified solution?
2. How many specialists and with what profiles do you plan to deploy for the implementation of the specified solution?

If this is an international solution or vendor, please supplement the description with the following information:

1. How many specialists do you have available in the Republic of Croatia?
2. How do you intend to organise the delivery of services in the Republic of Croatia?
3. Do you have strategic partnerships with local Croatian companies?

4.3. Vendor Financial Standing

1. Data on revenues from TMS sales over the last 5 years (separated into new solution sales and maintenance).
2. Total company revenues over the last 5 years.

[1] HBOR will collect, process, and use the personal data received during this market research procedure for the purpose of conducting the market research process. Personal data may be used only for the stated purpose. All personal data provided to HBOR are protected in accordance with Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (General Data Protection Regulation – GDPR), the Act on the Implementation of the General Data Protection Regulation, and other applicable regulations. The principles and rules governing the processing of personal data are regulated by the Privacy Policy and the Information for Data Subjects, which are publicly available on HBOR's website at www.hbor.hr.

5. Functional Requirements

5.1. Legal and Regulatory Compliance

Vendors are requested to confirm that the TMS solution is and will be kept in compliance with the laws and regulations applicable to the Croatian and EU banking sector, including the requirements of the Capital Markets Act, GDPR, EMIR, MiFIR, MiFID, MMSR, SFTR and GTR, taking into account the instruments and functional and technical requirements specified in this document and Appendix 2.

5.2. Compliance with GDPR and Protection of Personal Data

1. Is the application fully compliant with the General Data Protection Regulation (GDPR)?
2. How are data minimization and restricted access to personal data ensured?
3. How are data retention and deletion requests handled?
4. If cloud services are used, please specify the location of the data centers and the legal basis for data transfers (e.g., within the EU area).

5.3. Accounting Services

5.3.1. FINANCIAL ACCOUNTING

The TMS solution must have the capability to maintain analytical records for all instruments covered by the solution.

1. IFRS/IAS standards that must be supported:
    a. IFRS 9 – Financial Instruments (measurement at amortised cost, fair value through other comprehensive income, or fair value through profit or loss; initial and subsequent measurement).
    b. IFRS 13 – Fair Value Measurement (definition of fair value, three-level fair value hierarchy).
    c. IAS 21 – Effects of Changes in Foreign Exchange Rates.
2. The system must ensure flexibility in the definitions of:
    a. Chart of accounts
    b. Financial periods / year
    c. Multi-currency capabilities
    d. Organisational structure
    e. Rounding rules (up and down) and number of decimal places
    f. Number of days for backdated posting (posting of older dates must be permitted in exceptional cases and must be approved by an authorised user)
    g. Posting rules for specific account types.
3. The system should allow the export and display of all general ledger entries, filtered by account, account type, or any other user-defined code available in the general ledger.
4. The system should support multiple general ledger entries via standard documents and processes.

5.3.2. POSITION MANAGEMENT

1. Confirm that users maintain and define various code tables:
    a. Account definition (owners, sectorisation, reporting codes, etc.)
    b. Account groups
    c. Posting source
    d. Currency
    e. Cost centres
    f. Revenue centres.
2. The following data must be stored:
    a. Account
    b. Cost centre
    c. Currency
    d. Source or transaction type
    e. Posting date
    f. Value date
    g. Amount

    h. Debit or credit.
3. The system must support the following:
    a. Automatic posting
    b. Balances in domestic currency (amounts must be displayed in original currencies and converted to domestic currency)
    c. Backdated posting with a specified date
    d. The general ledger must display data according to any user-defined criteria
    e. The system must be able to group accounts by any user-defined parameter (e.g., legal entity, activity, profit centre, or cost centre).
4. Only balanced entries (debit = credit) should be permitted on the posting date.
5. The system should support multiple accounting periods (accounting month, accounting year, etc.) simultaneously.
6. The system should allow multiple processing of the same data within a single day (data is transferred from different applications; in the event of changes or errors, this process needs to be repeated several times for the same data).
7. Please confirm that the system will permit:
    a. the creation of user-defined control reports,
    b. the creation of user-defined checkpoints, and
    c. that in control reports, user-defined fields can be defined such as journal posting date, gross balance (or list of balances) in local and foreign currency, etc.
8. The system should support automatic year-end account closure based on rules defined by the user.
9. Users should be able to export data for further processing.
10. Users should be able to define the content and layout of reports.
11. The system should support comparison of multiple annual reports.
12. The system should calculate and maintain comparative data for the current, prior period, and prior year.
13. Daily processing / closing should occur after the closing (end-of-day) in the central system and other analytical systems. Processing must take a reasonable amount of time, as data must be available to other systems (e.g., export to the data warehouse).
14. Each journal entry must be assigned a unique operation identification number.
15. The system should only post balanced journal entry transactions (debits equal to credits).
16. An unlimited number of entries must be permitted on the same account within a single journal.
17. The system must enable the entry of all treasury transactions and the maintenance and storage of data relating to individual products (data on securities and commercial papers, repurchase agreements, deposits, foreign exchange derivatives, interest rate derivatives, etc.).
18. The system should be able to reconcile and resolve identified discrepancies in accounts (nostro/vostro).

6. Technical Requirements

Vendors are requested to confirm and describe in their responses how the TMS solution meets the technical requirements, divided into the following domains:

6.1. Architecture

1. The solution should follow a multi-tier architecture design and be restricted to three independent layers: a presentation layer, a business logic layer, and a data storage layer.
2. The solution should support SOA (Service Oriented Architecture).
3. The solution should support a "modular" implementation.
4. The solution must have no single point of failure and must be designed with high availability. The solution should support updates and upgrades without any disruption to the normal flow of services.
5. Solution components and software must support virtualisation to ensure optimised use of hardware components. The solution should support virtualisation on VMware 6 or later versions.
6. The solution should support online processing, real-time updates, and batch processing.
7. The server components of the solution should be capable of running on Microsoft Windows Server 2016 R2 or later versions, or on IBM Red Hat Enterprise Linux 9 or later.
8. The client-side components of the solution should be capable of running on Microsoft Windows 10 and later Microsoft operating systems.
9. The client component of the solution should have a client architecture and a web interface capable of running on Google Chrome, Internet Explorer, and Edge browsers.
10. The database should support operation on Microsoft SQL Server 2017 or later database servers.
11. The solution should provide a standardised data format for product data.
12. The solution should comply with BIAN (Banking Industry Architecture Network) standards version 8 or later.

6.2. Performance and Availability

1. The solution should be capable of fully processing end-to-end response time (from entry to the integration layer towards the TMS and back to the integration layer) within a maximum of 2 seconds from any delivery channel, for a standard transaction.
2. The solution should support client-side and server-side caching to eliminate redundant database queries.
3. The system should schedule automatic end-of-day (EOD) activities at a specified time on any standard working day.
4. The system should be capable of supporting user transactions and normal system usage, even during the EOD process.
5. The system should be designed to ensure 24-hour availability and must meet availability requirements of at least 99.98% of the time, excluding hardware and network failures.
6. The system should have built-in performance monitoring tools to be used for tracking the performance of application and database components.
7. The solution should support failover capability in the event of device failure to standby devices.
8. The solution should support updates without the need for redeployment or restart and without any service interruption.
9. Live upgrades and updates of the solution must be supported. Expected downtime per component during any major release changes and patch updates should be communicated in advance.

6.3. System Monitoring and Alerts

1. The solution should support monitoring that includes:

    a. Real-time monitoring capabilities and alerts for all system application processes and activities.
    b. Real-time alerts for error handling.
    c. Email notifications for system or process failures with configurable contacts.

2. System / application / process errors should indicate the checkpoint at which the activity failed.

6.4. Backup and Recovery

The solution should support synchronous/asynchronous replication between the primary data centre and the disaster recovery centre.

6.5. Interfaces

1. The solution should have advanced, comprehensive reporting / OLAP capabilities at the entire solution level.
2. Reports must be delivered in export file format (.pdf, .csv, .html, .xlsx, .docx).
3. The vendor must develop scripts for extracting all relevant data required for HBOR's data warehouse (e.g., counterparty, product, transaction data, etc.).
4. The solution should support a method of connecting with the FLSSB SWIFT solution or generating SWIFT messages.
5. The system should provide open APIs / web services for all supported activities (e.g., creation / update / deletion of all entities).
6. The solution should support Service Oriented Architecture (SOA).

6.6. Integrations

The system should have open APIs based on REST services or another adequate technology for integration with existing applications in HBOR's environment:

1. General Ledger (GKA) – the general ledger has its own posting API. The solution must have the capability to open analytics and create postings to the general ledger.
2. Fiduciary General Ledger (TEMIS) – the general ledger for fiduciary operations has its own posting API. The solution must have the capability to open analytics and create postings to the general ledger.
3. CRM (Client Registry) – HBOR's customer relationship management tool and central client data repository. The solution should have open interfaces enabling it to pull client data from this application for processing purposes.
4. Related Parties – HBOR’s tool for maintaining records of related persons and groups. The solution should have open interfaces, enabling the retrieval of data from this application for the purpose of processing client groups.
5. Signapay – payment processing application. The solution should be capable of creating payments via the Signapay API and loading data (statements) of received payments.
6. DEV5 for foreign currency payment transactions. The solution should be capable of creating payments via the DEV5 API and loading data (statements) of received payments.
7. SAJK/NK, which contains HBOR's register of received collateral.
8. Kvote, which manages framework loans to banks / leasing companies.
9. Sunfire, which manages loans.
10. PRP, which manages non-performing exposures.
11. FLITE – application for the calculation of provisions.
12. DWH
13. Tečajna listaa/kamatne stope – the application used for obtaining exchange rate data. The system should have an open interface for receiving exchange rates directly from this application.

FLSSB SWIFT – the solution must be SWIFT-compliant and capable of generating SWIFT messages that can be integrated with the FLSSB SWIFT solution.

6.7. Artificial Inteligence

Does the solution include functionalities based on Artificial Intelligence (AI) and/or Machine Learning, particularly with regard to predictive models, process automation, risk analysis, and advanced analytics? If so, please specify:

1. The functional areas in which AI is applied.
2. Whether AI outputs are advisory/decision-support only or whether they trigger automated actions.
3. The level of explainability, transparency, and human oversight.
4. Data sources, as well as data storage and protection mechanisms.

5. The governance framework, including model validation and the approach to model risk management.

Additionally, please provide an overview of planned future developments of AI-based functionalities, including timelines, technologies, application areas, and security and regulatory aspects. It is also necessary to specify the technical prerequisites, data requirements, and mechanisms for governance and oversight of AI models.

7. Implementation Plan

Vendors are requested to address the following questions regarding the proposed implementation plan for the TMS solution:

1. Propose and describe the approach to transitioning to the new system.
2. Propose a project timeline that takes into account the system's compliance with the required functional requirements and includes at minimum the following items:
    a. Planning Phase
        i. Project kick-off
        ii. Preparation of the Master Project Plan, including:
            1. Project schedule
            2. Project communication plan
            3. Project resource plan
            4. Infrastructure plan
            5. Cost management procedure
        iii. Sign-off of planning phase
    b. Solution Design and Build Phase
        i. Software, hardware, and infrastructure analysis
        ii. Baseline solution installation
        iii. Gap identification and analysis
        iv. High-level solution design
        v. Confirmation of high-level solution design
        vi. Detailed design
        vii. Development
        viii. Delivery
        ix. Data migration
        x. Knowledge transfer
        xi. Security review of the solution
        xii. Solution installation and configuration
        xiii. Solution acceptance sign-off
    c. Education / Training
        i. Training plan
        ii. Training materials
        iii. Training of TMS project team members
        iv. Training of the user acceptance project team
        v. Technical training / knowledge transfer
        vi. Training sign-off
    d. Testing
        i. Documentation of Unit Testing / Factory Acceptance Testing
        ii. Functional testing
        iii. System integration testing
        iv. User Acceptance Testing (UAT)
        v. Simulation and/or parallel run
    e. Go-Live Phase
        i. Preparation of the Go-Live checklist
        ii. Go-Live
        iii. Review of solution compliance with defined functionalities
        iv. Solution security review
        v. Intensive post-Go-Live support period
        vi. Transition to normal routine maintenance
        vii. Final solution acceptance
3. In addition to the above, the implementation plan must contain all other items deemed necessary by the vendor.
4. Propose and describe the Management Methodology for:
    a. The project, including escalation steps
    b. The quality of project deliverables
    c. Changes to the project scope.

8. Maintenance

8.1. Routine Maintenance

Vendors are expected to confirm that they can offer routine system maintenance services in accordance with HBOR's SLA conditions described in the table below.

Within the scope of routine system maintenance, the following services must be performed in the part relating to the implemented system and all accompanying customisations developed for HBOR within the scope of the solution implementation project:

1. Regular preventive checks of the correct functioning of current versions of the software of HBOR's information system in the vendor's test environment, in a manner that must satisfy all agreed operating conditions. In this regard, the contractor will carry out checks of the correct functioning of the software, with approved VPN access, as agreed with HBOR (at most once per month).
2. Resolution of any errors in the software that were not previously detected during testing and use, as well as corrections of data errors caused by errors in the software.
3. Adaptation of existing reports within the software at HBOR's request, not requiring a one-time engagement of more than one engineer-day.
4. The contractor will notify HBOR in writing of any planned changes to the software, i.e., changes to the structure and content of the associated databases.
5. Respond to intervention calls immediately, in accordance with HBOR's procedure for categorising request urgency.
6. The contractor will independently refine programmes and algorithms with the aim of improving efficiency and increasing the reliability of the information system within their existing functionality.
7. Implementing appropriate amendments and additions within the existing functionalities of the software, as well as adapting data formats, in the event of changes in laws, other regulations, instructions from competent authorities, and other subordinate legislation, not requiring a one-time engagement of more than one engineer-day.
8. Implementing officially documented requests outside routine maintenance as additional client requests for the design, development, or enhancement of the software. These requests also include changes and additions caused by changes in laws, other regulations, instructions from competent authorities, as well as adaptation of data formats in such cases. These activities are performed as additional maintenance services. The contractor will separately record such engagement and, upon completion of services, will deliver to HBOR (together with the routine maintenance log) an additional maintenance activity log.
9. Preparation and updating of existing user guides for the software.
10. Preparation and updating of project documentation.
11. Preparation and updating of existing technical documentation (prerequisites, application installation).
12. Training of HBOR's employees on the use of the software at the client's request, up to 3 days per quarter.

The support service is contracted with a response time (SLA) for resolving reported issues in accordance with HBOR's procedure for categorising request urgency:

Priority Code	Name	Description	Time Allocated for Resolution
A or 1	Critical	System operations disabled in critical parts of the system. HBOR is unable to complete the normal daily work process.	- 3 working hours to identify a workaround in production - 8 working hours to resolve the issue in applications in production - Technical installation documentation must be prepared immediately, with project and user documentation delivered within 7 days

B or 2	High	Normal operations with full functionality disrupted and the issue cannot be worked around.	- 5 working days to resolve the issue in applications in production - Test errors are resolved according to the activity plan
C or 3	Medium	Normal operations with full functionality disrupted, but a workaround can be found.	- 30 working days to resolve the issue in production applications - Test errors are resolved according to the activity plan
D or 4	Low	Does not disrupt normal operations.	- By agreement with HBOR - Test errors are resolved according to the activity plan
E or 5	By Agreement	New solutions, services, issues in the information system.	- By agreement with HBOR - Test errors are resolved according to the activity plan

Vendors are expected to provide a description of the routine maintenance service in which they must address the following questions:

1. What level of routine maintenance does the vendor offer (level 1, level 2) and what is included in each level of maintenance service?
2. Is an intensive support model provided immediately after Go-Live, and for how long, and what does it include? How is vendor's support during this period planned to be provided (on-site, on-call, dedicated specialists who worked on the implementation, etc.)?
3. How is vendor's support for the system planned in the medium-term (first two years) and long-term period following implementation? Is it planned for system maintenance to be transferred to the vendor's partners at some point? For how long does the vendor guarantee that they will personally provide the maintenance service?
4. In the case of an international vendor/solution, describe in detail how local support is planned to be provided.
5. Please also describe anything else you consider relevant to the routine system maintenance service.

8.2. Additional Maintenance (Upgrades)

Vendors are expected to describe the process of upgrading their own solution in response to HBOR's future requirements. HBOR expects the solution to meet business needs over the long term and expects the vendor to be prepared to support quick and high-quality system upgrades in line with user requirements.

Vendors are expected to describe:

1. The process of developing and parameterising new products in the system.
2. The process of developing new system functionalities, from user requirements through solution agreement to delivery to the test and production environment.
3. The possibility of independent solution upgrades by HBOR. Does the system possess such capabilities, how are they implemented, and what technical competencies are required to use them?
4. The possibility of integrating other application solutions with the offered TMS. Does the system have an integration layer (API), what technology is it based on, and what system functionalities are exposed via the API for use by external systems?
5. The possibility of solution upgrades by authorised partners of the solution manufacturer, if such a possibility exists.
6. A detailed description of the solution versioning process and the installation of new system versions. Are upgrades made for HBOR included in new solution versions or are they considered HBOR-specific solutions (customisations)? How do such solutions affect the ability to upgrade the system with new versions? How frequently are new system versions released?

7. Please also describe anything else you consider relevant to the solution upgrade process.

9. References

Vendors are expected to:

1. Submit a document describing the references of the solution they offer and the references of the solution implementation procedures.
2. Provide a detailed list of clients where they have implemented a complete end-to-end TMS solution, with particular attention to solutions implemented in the Republic of Croatia and the European Union.

10. Pricing and Govering Law

Vendors are expected to describe in detail the pricing models for the TMS (licences, subscriptions, etc.), an estimate of the cost of using the solution in accordance with their pricing models for a period of 5 years, for a system that will be used by up to 25 users. The vendor must set out how different users can utilise licences/subscriptions, etc.

Furthermore, vendors are expected to estimate the cost of implementing the solution, bearing in mind the proposed project schedule and taking into account the necessary system upgrades to address non-conformities (gaps) with respect to the required functionalities and the necessary integrations with other systems. If the solution requires localisation into the Croatian language, the vendor is expected to separately state the cost of localisation within the implementation process.

Vendors are expected to estimate the cost of routine and additional system maintenance over a 5-year period following go-live, using experience from previous installations as a metric for predicting the volume of system upgrades through additional maintenance.

Vendors are expected to offer an indicative man-hour rate for services according to roles defined in their development and implementation methodology, separately for the duration of the implementation project and separately for the duration of additional maintenance.

In addition to the document describing the pricing model, estimated implementation costs, and maintenance costs, vendors are expected to complete the Bill of Quantities in Appendix 1.

Finally, in their offer the vendor is obliged to clearly indicate if they wish to incorporate governing law other than Croatian law or designate jurisdictions for dispute resolution other than Croatian courts into the TMS solution purchase agreement. In this regard, please state which governing law and court jurisdiction you incorporate into your contracts.