

Annex 1 – Detailed description of the subject of the RFI

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1. Context and business objective of the procedure

The ORLEN Group is implementing a number of transformation initiatives aimed at standardising, automating and integrating business processes across the organisation.

The transformation involves the extensive use of modern technologies, particularly in the following areas:

- data integration and management,
- standardisation of business processes,
- process automation and RPA (Robotic Process Automation),
- advanced analytics,
- the use of AI and ML technologies,
- support for decision-making processes.

One of the main areas implementing the above activities is the Strategy, Finance and Controlling functions, which, as part of the work carried out, conducted an analysis of the current state (AS-IS) and developed a target, high-level operational model (TO-BE) for the following processes:

- data management,
- financial planning and forecasting,
- management reporting,
- business analysis,
- Strategic Finance.

For the purposes of this procedure, the term 'Strategic Finance' should be understood as an integrated management process comprising:

- strategic planning,
- the preparation of a financial strategy,
- capital allocation,
- managing the implementation of the strategy,
- management of the portfolio of initiatives and projects,
- monitoring strategy implementation,
- support for strategic and capital decision-making across the entire Group.

Related transformation initiatives

As part of the implementation of the ORLEN Group's target governance architecture, initiatives have already been launched which fall outside the scope of this procedure but are directly related to it, in particular:

- implementation of solutions supporting Data Governance,
- construction and development of the Data Platform,
- modernisation and development of PPM/SPM solutions supporting the management of the portfolio of initiatives and projects.

This process should be considered in the context of the above activities and the target corporate architecture.

Expected outcome of the EPM/SPM implementation

The expected end result of the full implementation of the solution covering financial planning, forecasting and reporting processes, as well as Strategic Finance, includes, amongst other things:

- integration, standardisation and automation of controlling processes across the entire ORLEN Group, taking into account the specific nature of the operations of individual segments and companies,
- ensuring the consistency and flexibility of processes in a changing macroeconomic environment and amidst the diverse business expectations of stakeholders (including, amongst other things, scenario analyses, stress tests and Monte Carlo simulations),
- improving the quality of management information generated through automatic business and technical validation of data and process outputs,
- full control over process execution and the provision of collaboration mechanisms within the tool (alerts, comments, notifications within the tool and via email),
- application of advanced analytics, utilising AI and ML solutions at every stage of the processes, leveraging the functionalities of individual components of ORLEN's IT architecture,
- ensuring the ability to carry out impairment tests on assets and shareholdings within the ORLEN Group, based on a consistent data model,
- incorporating capital decisions within the ORLEN Group into planning processes (including, amongst others, dividend payments, capital increases, changes to the method and cost of financing – including the use of preferential financing – and liquidity management), together with the ability to assess the impact of these decisions from the perspective of: companies, segments, business lines and the Group as a whole,
- ensuring the ability to implement the Strategic Finance functionality relating to an integrated, framework management process encompassing strategic planning, the preparation of a financial strategy, capital allocation, management of the strategy implementation process—including the project portfolio—and monitoring of strategy implementation, the aim of which is to provide an effective, consistent and transparent tool for assessing and supporting strategic and capital decisions within the ORLEN Group.

2. Architectural context

The EPM/SPM platform is intended to be one of the components of the target architecture, rather than a standalone, monolithic system performing all functions within a single layer of the solution.

In particular, the following architectural assumptions should be adopted:

- data platform (in particular, a lakehouse-style environment / Databricks) constitutes the target layer for data integration, data quality assurance, advanced analytics and AI/ML,

- existing solutions used for statutory consolidation and regulatory reporting (e.g. Hyperion) remain part of the architecture and are not to be replaced,
- expected EPM/SPM solution should function as a flexible layer for planning, scenario building, analysis and decision support, integrated with the other systems.

3. Scope of the Request

The ORLEN Group comprises approximately 200 companies, part of them forming their own capital groups, each characterised by varying levels of complexity, specific features and the scale of their impact on the Group's results and financial position. In the context of the EPM/SPM software selection process, the solutions under evaluation must meet the following requirements:

- the solution must support the architecture of a multi-tier capital group, enabling consolidation and planning at the level of the entire ORLEN Group as well as its individual segments and companies,
- the solution must ensure the seamless flow of information between the various components of the ORLEN Group's IT architecture,
- the solution must ensure the technical capability for phased roll-out across successive levels, across other companies within the ORLEN Group and business areas, with the option to configure processes and permissions tailored to the specific characteristics of the Group within each segment, entity and business area,
- as part of the roll-out (planned for a subsequent tender procedure), the solution will initially be launched at ORLEN S.A., with access granted to designated users from subsidiaries to the extent required by reporting, planning and consolidation processes,
- ultimately, the solution will be progressively implemented across all companies within the ORLEN Group using two implementation models:
 - companies with full EPM/SPM implementation – full functionality of the tool together with processes (including full financial modelling), taking into account the specific characteristics of the companies,
 - companies with a simplified implementation – use of the tool without implementing full processes (without financial modelling).

4. Functional requirements

The scope of the functional requirements for the planned solution is set out in Annex 2 – EPM Functionalities and in Annex 3 – SPM Functionalities. These annexes set out the functional requirements used to assess the suitability of the tools for ORLEN's needs.

4.1. EPM Functionalities

These define the required features of the tool for carrying out controlling processes:

- System-wide functionalities ensuring tool and process flexibility and supporting other functionalities (including AI and ML support): these are considered required

from the perspective of achieving the tool's functionality as a whole and are determinative of the achievement of the other main functionalities.

- Availability and adaptability of predefined planning formats to the ORLEN Group's accounting policy and business requirements: this functionality relates to the accounting schemes, modules and data layouts predefined within the tool, the availability of which is intended to reduce implementation time, and which will require adaptation (rather than being built from scratch) to the ORLEN Group's requirements.
- Process communication – comprehensive and real-time communication within the processes supported by the tool. Email communication should be limited to essential notifications only. This requirement stems from the multitude of threads and stakeholders involved in the processes being implemented.
- Process management – flexible and user-friendly workflow design, role assignment, schedule creation, generation of process maps and RACI matrices, and monitoring of process progress: the system must enable the management of activities, as well as the monitoring and visualisation of work progress, in a manner that is easy and accessible for users and process owners.
- Implementation of a flexible planning, forecasting and reporting process: given the volatility of the operating environment, it is crucial to be able to flexibly configure the process and its execution based on various scenarios involving variables, planning rules and probability distributions. It is important to maintain internal consistency between the individual components of the plan, as well as consistency with actual data, regardless of the number of scenarios. The aim is to reduce the time spent on validation, analysis and the generation of results with the support of AI/ML.
- Efficient and automated business consolidation of plans within statutory and management accounting frameworks in accordance with IFRS: the organisation expects consolidated data to be generated automatically in accordance with applicable rules and in line with management accounting principles for planning purposes. The aim is to reduce the time required for the process, including the ongoing and automatic presentation of the status of intercompany transaction reconciliations to process participants, with defined decision-making rules in the event of non-compliance.
- Planning of fixed costs and related liabilities within the ORLEN Group based on flexible formulas and management rules: this functionality, essential for standardising the cost planning and allocation process, should enable the implementation of internal benchmarks and utilise AI/ML solutions.
- Flexible reporting and data analysis (variances, factor analyses, trends, patterns) based on customisable graphical layouts and dashboards: the ability to carry out real-time analysis and reporting, automation of data input (e.g. historical data), analysis of variances and trends, report generation and distribution, creation of formulas and forms, dashboards, and integration with the data platform.

- Monitoring, analysing and optimising the company's financial and operational performance based on defined formulas and automated processes: ratio analysis, KPI development, building and analysing interdependencies, user sandboxes for testing decision variants, and monitoring budget utilisation and implementation.
- Setting and monitoring objectives for employees and companies, and managing the process (MBO): comprehensive management of the process of setting, monitoring and resolving and finalising bonus objectives.
- Graphical presentation of data and information to facilitate analysis and support decision-making (within the system).
- Integration with the 'Clarity' PPM system, including data integration, mapping and reflecting cross-project interdependencies, and analysing the impact of projects on the financial plan using data from investment appraisal.
- Functionality for temporary user substitutions – the system should support a user substitution mechanism, in particular:
 - setting up a temporary substitution (specifying the validity period (dates and times),
 - ability to assign a substitution to all of a user's responsibilities or to selected processes/tasks,
 - automatic expiry and manual cancellation of substitutions.

The detailed EPM/SPM functionalities set out in Annex 2 clarify the scope of the main functionalities and are a prerequisite for their effective implementation.

4.1.1. Detailed requirements regarding the AI/ML functionalities of the proposed solution

ORLEN places emphasis on the automation of activities and support for users' day-to-day work through AI/ML functionalities. We consider the following to be the essential minimum, defined as a 'quick win' within the scope of application of a range of future functionalities:

- AI assistant that helps users carry out tasks within the EPM/SPM system by responding to queries with practical guidance, leading the user step-by-step through a given procedure, and, where possible, also by offering options for automatic task execution, query suggestions, data interaction, etc.
- Automatic execution of tasks within the EPM/SPM system based on commands entered in text form (not in the form of programming code), including in particular:
 - data validation according to criteria specified by the user (e.g. values higher than the mean, median, mode or a specified value by x%, x units, or falling within a specified range),
 - searching for and compiling selected values in accordance with the user's expectations (e.g. by planning object, organisational unit, dimension or period),
 - generating comments on values specified by the user, including, amongst other things, identifying the causes of deviations, analysing them in

comparison with historical data, and examining their relationship to specific parameters.

The Supplier is expected to address the above requirements in its response to the Request and, in particular, to describe the available AI/ML functionalities, taking into account the other elements of the Group's IT architecture. The Supplier is to specify, amongst other things:

- which functionalities are available as standard and which require an additional module or licence,
- which functionalities are available exclusively through integration with an external solution,
- which functionalities are included in the tool's development roadmap and when their production launch is planned,
- whether the use of a feature requires integration with an external model,
- where data is processed,
- whether it is possible to restrict model training to ORLEN data,
- whether AI and ML features are subject to additional licences,
- what the mechanisms for auditing and controlling AI responses are.

4.2.SPM functionalities (EPM/SPM Integration):

- **Centralised management of the portfolio of strategic initiatives, programmes and projects**, along with their alignment with strategic objectives, segments, business lines and business owners. **It should be noted** that the operational management of individual projects takes place within ORLEN's existing PPM-class tools.
- Provision of strategic intelligence capabilities and a real-time decision-support model (monitoring of the external environment, competition, regulations, macroeconomics, ESG, geopolitics, and a built-in early warning system to assess the impact of external events, competitors' strategies, and evaluate risks and opportunities, including their impact on the implementation of strategic initiatives).

Requirements for key SPM functionalities relating to sub-processes: A1. Development of a Long-Term Strategic Framework:

- Centralised management of the process of creating, monitoring and reporting on the implementation of the strategy and its components (e.g. strategic objectives), together with the ability to cascade these to other organisational levels and to maintain alignment in strategy implementation across all organisational areas and levels.
- Strategic analysis, including scenario analysis, taking into account various assumptions and time horizons, with built-in tools for optimising scenarios.
- Monitoring and analysis of competitors against the organisation's own key performance indicators (KPIs), and the creation and management of market benchmarks (e.g. in the areas of market valuation and share price), enabling these to be factored into the process of strategy formulation, monitoring, reporting and implementation.

- Built-in mechanisms enabling the automatic integration of macroeconomic data from external sources.
- A central repository for market data, information, assumptions and stakeholder expectations, enabling these to be incorporated into the process of strategy development, monitoring, reporting and implementation.
- Export of data and visualisations to various formats (PDF, Excel, PowerPoint, etc.).

Requirements for key SPM functionalities within the sub-process: A2. Corporate Strategy Development:

- Centralised management of the process of developing, monitoring and reporting on the implementation of the strategy and its components (e.g. strategic objectives), together with the ability to cascade these to other organisational levels and to maintain alignment in strategy implementation across all organisational areas and levels.
- Strategic analysis, including scenario analysis, taking into account various assumptions and time horizons, with built-in tools for optimising scenarios.
- Monitoring and analysing competitors against the organisation's own key performance indicators (KPIs) and creating and managing market benchmarks (e.g. in the areas of market valuation and share price), enabling these to be factored into the process of developing, monitoring, reporting on and implementing the strategy.
- Built-in mechanisms enabling the automatic integration of macroeconomic data from external sources. Dynamic recalculation of strategic objectives.
- Ensuring the alignment of the strategy with the organisation's financial and investment plans – understood as a set of long-term objectives, development directions and organisational priorities – with the organisation's financial and investment plans.
- Dynamic assessment, recalculation and optimisation of investment portfolio parameters in response to changing criteria and assumptions.
- The ability to account for interdependencies between investments (commissioning or decommissioning an asset enables the commissioning of another facility, etc.) and to track the sensitivity of projects (to internal and external changes).
- The use of AI and ML algorithms to support strategy planning and implementation.
- A central repository of market data, information, assumptions and stakeholder expectations, enabling these to be taken into account in the process of strategy development, monitoring, reporting and implementation.
- Export of data and visualisations to various formats (PDF, Excel, PowerPoint, etc.).

Requirements for key SPM functionalities within the sub-process: A3. Strategy operationalisation:

- Centralised management of the process of developing, monitoring and reporting on the implementation of the strategy and its components (e.g. strategic objectives), together with the ability to cascade these to other organisational levels and to maintain alignment in strategy implementation across all organisational areas and levels.
- Strategic analysis, including scenario analysis, taking into account various assumptions and time horizons, with built-in tools for optimising scenarios.
- Monitoring and analysing competitors against the organisation's own key performance indicators (KPIs), and creating and managing market benchmarks (e.g. in the areas of market valuation and share price), enabling these to be factored into the process of strategy development, monitoring, reporting and implementation.
- Dynamic recalculation of strategic objectives.
- Ensuring the interoperability of the strategy – understood as a set of long-term objectives, development directions and organisational priorities – with the organisation's financial and investment plans.
- Dynamic assessment, recalculation and optimisation of investment portfolio parameters in response to changing criteria and assumptions.
- The ability to account for interdependencies between investments (commissioning or decommissioning an asset enables the commissioning of another facility, etc.) and to track the sensitivity of projects (to internal and external changes).
- The use of AI and ML algorithms to support strategy planning and implementation.
- A central repository of market data, information, assumptions and stakeholder expectations, enabling these to be taken into account in the process of strategy development, monitoring, reporting and implementation.
- Export of data and visualisations to various formats (PDF, Excel, PowerPoint, etc.).

Requirements for key SPM functionalities within the sub-process: E1. Portfolio optimisation:

- Dynamic assessment, recalculation and optimisation of investment portfolio parameters in response to changing criteria and assumptions.
- Creation of a hierarchy of project/investment portfolios according to various business perspectives and selected criteria.
- The ability to account for interdependencies between investments (commissioning/decommissioning an asset enables the commissioning of another facility, etc.) and to track project sensitivity (to internal and external changes).
- Monitoring and analysing competitors against the organisation's own key performance indicators (KPIs), and creating and managing market benchmarks (e.g. in the areas of market valuation and share prices), enabling these to be

factored into the process of developing, monitoring, reporting on and implementing strategy.

- Built-in mechanisms enabling the automatic integration of macroeconomic data from external sources.
- Ensuring the interoperability of strategy – understood as a set of long-term objectives, development directions and organisational priorities – with the organisation's financial and investment plans.
- Identification of strategic and mandatory projects.
- Implementation of advanced risk analysis tools, including probability and impact matrices and assessment models such as the Monte Carlo method.
- A central repository for market data, information, assumptions and stakeholder expectations, enabling these to be taken into account in the process of strategy formulation, monitoring, reporting and implementation.
- Export of data and visualisations to various formats (PDF, Excel, PowerPoint, etc.).

Requirements for key SPM functionalities within the sub-process: G1. Strategic Review:

- Centralised management of the process of developing, monitoring and reporting on the implementation of the strategy and its components (e.g. strategic objectives), including the ability to cascade these to other organisational levels and to ensure alignment in strategy implementation across all organisational areas and levels.
- Strategic analysis, including scenario analysis, taking into account various assumptions and time horizons, with built-in tools for optimising scenarios.
- Monitoring and analysis of competitors against the organisation's own key performance indicators (KPIs), and the creation and management of market benchmarks (e.g. in the areas of market valuation and share price), enabling these to be factored into the process of strategy formulation, monitoring, reporting and implementation.
- Built-in mechanisms enabling the automatic integration of macroeconomic data from external sources.
- A central repository for market data, information, assumptions and stakeholder expectations, enabling these to be incorporated into the process of strategy formulation, monitoring, reporting and implementation.
- Provision of strategic intelligence functionality and a real-time decision-support model (monitoring of the external environment, competition, regulation, macroeconomics, ESG, geopolitics, and a built-in early warning system to assess the impact of external events, competitors' strategies, and evaluate risks and opportunities, including their impact on the implementation of strategic initiatives).
- Export of data and visualisations to various formats (PDF, Excel, PowerPoint, etc.).

Mapping matrix of functionality groups to an SPM-class system:

System and process layer:

A layer linking technology with controlling and strategic finance processes, enabling the operation, optimisation, automation and monitoring of controlling and strategic finance processes, which translates into increased efficiency, better resource management and support for data-driven decision-making.

By providing functionalities related to strategic management and the management of assets and resources at the ORLEN Group level, the SPM/AIP-class tool will support the achievement of the objective of centralising strategy management and enable the implementation of the strategic capital allocation process from the perspective of key initiatives and groups of initiatives.

Functionality groups assigned to the SPM-class system:

- **Collaboration and communication within the system:** Enabling effective collaboration and information exchange between users (within the system) using integrated tools.
- **Strategic management:** Planning, implementing and monitoring the organisation's strategy.
- **Asset and resource management:** Planning, forecasting, allocation, monitoring and optimisation of the use of resources and assets.

Annex 3 contains:

- List of key outputs generated by the SPM module's functionalities
- List of processes and process steps in which the SPM system is involved, across all processes carried out within the scope of strategic finance (noting that some process steps are carried out in other systems). In this regard, we provide a detailed description of the steps in the SPM sub-processes, whilst for other systems we provide only a description at the level of processes and activities
- List of expected functionalities for the SPM module that form part of the main strategic finance processes.

The Supplier is expected to address the above requirements in its response to the Request, in particular with regard to the availability of these functionalities in the proposed tool within the SPM functionalities section.

5. Non-functional requirements

This section sets out the non-functional requirements, which constitute the criteria for evaluating solutions during the selection process. These requirements relate to the technical, security, performance, organisational and usability aspects of the tools under assessment.

5.1. Technical and integration requirements

5.1.1. Integration with ORLEN Group systems

The EPM/SPM system should be capable of native integration with any data source, including, amongst others:

- data warehouse: SAP BW/4HANA
- data governance system: Informatica IDMC
- line-of-business systems (e.g. SAP ERP, SAP S/4HANA, Oracle Hyperion, Oracle EBS)
- PPM-class system (Clarity)
- database solutions (e.g. MSSQL, Oracle, PostgreSQL)
- cloud-based solutions (e.g. AWS, GCP, MS Fabric, Databricks, Snowflake).

The supplier shall present possible integration scenarios and assess their effectiveness, taking into account the solution vendors' guidelines.

In particular, information is expected on:

- **Integration with SAP Datasphere** – a description of potential integration scenarios, including the licensing requirements that must be met, and an indication of the recommended scenario.
- **Integration with SAP BW/4HANA** – a description of integration scenarios, including the licensing conditions that must be met.
- **Integration with SAP ERP and SAP S/4HANA** – a description of potential integration scenarios, with ORLEN preferring an approach using intermediary solutions.
- **Integration with the Informatica IDMC (Data Governance) system** – the Supplier shall present possible use cases and optimal integration scenarios.
- **Integration with other systems** – connections using middleware are preferred; a justified exception may be the bulk export/import of a high-volume data package.

5.1.2. Architecture and implementation model

The solution under evaluation must meet the following architectural requirements:

- **Deployment model:** The Supplier shall present the supported deployment models (SaaS, on-premises, hybrid) and the recommended model for EPM/SPM solutions.
- **Scalability:** The solution must provide vertical and horizontal scalability, enabling it to handle a growing number of users, data volume and process complexity as the implementation is extended to include further companies within the ORLEN Group.

- **High Availability:** The solution must provide high-availability mechanisms, including redundancy of critical components, load balancing and automatic failover in the event of a failure.
- **Disaster Recovery:** The Supplier shall present disaster recovery mechanisms, including RPO (Recovery Point Objective) and RTO (Recovery Time Objective) parameters, as well as data backup and recovery strategies.

5.1.3. Interoperability and APIs

- **API Availability:** The solution **should** provide APIs (REST/SOAP) enabling integration with external systems, including the ability to read and write data, trigger processes and handle events (webhooks/event-driven).
- **Open Standards:** Solutions based on open standards are preferred, as they do not create technological lock-in and enable data migration and integration with a variety of systems.
- **Technical documentation:** The supplier must provide comprehensive technical documentation for the entire solution, in particular for the APIs, data schemas and integration guidelines.
- The solution should enable non-IT professionals to create planning models and data transformation logic. **It is assumed** that the application development process will be supported by graphical configuration tools, wizards, simplified data manipulation languages and AI-based code generators. (This does not preclude the existence of 'expert' pathways, i.e. building models via scripts/code, or the possibility of implementing custom add-ons based on the provided APIs)

5.2. Security and data protection

The solution must meet the ORLEN Group's IT security requirements and the regulatory requirements applicable in the energy and financial sectors.

5.2.1. Encryption and information protection

- **Encryption of data at rest:** Data stored in the system must be encrypted using standard encryption algorithms (including, at a minimum, AES-256).
- **Encryption of data in transit:** All data transmissions must be encrypted using TLS 1.2 or higher.
- **Protection of passwords and credentials:** Passwords must be stored in hashed form using one-way algorithms (e.g. bcrypt, PBKDF2) with salting.
- **Encryption keys:** The encryption key management mechanism must ensure their secure storage, rotation and access control.

5.2.2. Compliance with the GDPR

The solution must meet the requirements of the General Data Protection Regulation (GDPR) regarding the processing of personal data, including:

- The ability to anonymise and pseudonymise personal data.
- Mechanisms for handling user requests (access, rectification, erasure of data).
- The ability to specify the location where data is processed and stored (data residency).
- Documentation of data processing procedures and activity logs.

The Supplier should specify:

- geographical location of the data centres used by the solution (regions, countries),
- whether there is a guarantee that data will be processed exclusively within the EU/EEA,
- whether the Supplier allows the selection of a data storage region (multi-region),
- mechanisms to prevent data from being transferred outside the specified region (including to the Manufacturer's parent company outside the EU),
- information on any access by the Manufacturer's staff to customer data (where, under what conditions, for what purpose).

5.2.3. Security certificates and standards

The provider shall provide information on the security certificates and standards to which the offered solution complies, including:

- **ISO/IEC 27001** – Information Security Management System (ISMS).
- **SOC 2 Type II** – Report on the audit of security, availability, integrity and confidentiality controls.
- **CSA STAR** – Cloud security certification (where applicable).
- **Other industry-specific certifications** – e.g. PCI DSS, ISO 22301 (Business Continuity), where available.

The supplier must also ensure that a security audit can be carried out and provide a declaration of compliance with ORLEN's IT security policy.

5.2.4. Open-Source Components and SBOM

The Supplier should provide information on whether the solution contains open-source components and, if so, to what extent and under which licences.

It is preferable to provide an SBOM in a standard format (e.g. SPDX, CycloneDX) or a tabular declaration of open-source components containing: the component name, version, licence and date of the last update.

The supplier shall describe the mechanisms for monitoring and responding to disclosed security vulnerabilities (CVEs) in open-source components, including: response time, the patching process, and the method of communicating with customers in the event of critical threats.

5.3. Identity and Access Management

The solution must provide a comprehensive mechanism for managing user identities and authorisations, covering at least the elements described in the following sub-paragraphs.

5.3.1. RBAC and ABAC models

The ability to grant authorisations for system functions (data entry, reading, creating object hierarchies, etc.) and, independently, for attribute values within planning dimensions (e.g. cost type, organisational unit).

The system must support:

- **Role-Based Access Control (RBAC):** The ability to define roles with assigned permissions and to assign roles to users and groups.
- **Attribute-Based Access Control (ABAC):** The ability to define access policies based on attributes (e.g. organisational unit, department, location, data type).
- **Granular permission levels:** Permissions must be definable at the level of a function, module, data object, record and column.

5.3.2. Integration with IAM/SSO systems

- The solution must provide integration with the ORLEN Group's corporate Identity and Access Management (IAM) and Single Sign-On (SSO) systems.
- Supported authentication protocols: SAML 2.0, OpenID Connect (OIDC), OAuth 2.0.
- Integration with Microsoft Active Directory / Entra ID as a directory system.
- Ability to implement multi-factor authentication (MFA).

5.3.3. Separation of Duties (SoD)

- The system must provide mechanisms for the separation of duties, enabling the prevention of conflicts of interest in the granting of permissions.
- Ability to define SoD rules and detect breaches.
- Ability to carry out periodic access reviews/certification with report generation.

5.4. Auditability and compliance

The solution must provide a comprehensive mechanism for ensuring the auditability of all actions performed within the system.

5.4.1. Audit trail

Availability of logs and reports enabling the tracking of data changes and planning operations carried out, down to the individual system user.

The system must provide:

- **A full audit trail:** Logging of all critical operations, including: user logins/logouts, configuration changes, permission changes, creation/editing/deletion of data, process approvals, and data exports.
- **Action traceability:** Each entry in the audit trail must include: user ID, date and time of the action, action type, target object, value before and after the change (where applicable), IP address/device.
- **Immutability of logs:** Audit trail logs must be protected against modification and deletion (tamper-proof). Access to modify logs must be restricted to system administrators with the appropriate level of authorisation.

5.4.2. Reporting and export from the audit trail

- Ability to generate audit trail reports based on filter criteria (user, action type, period, object).
- Ability to export logs to external security monitoring and analysis systems (e.g. SIEM).
- Ability to configure alerts and notifications in the event of unauthorised actions or breaches of security policies.

5.4.3. Compliance with regulatory requirements

- The system must be able to meet regulatory and compliance requirements applicable to the energy and financial sectors, including requirements relating to data retention, audit trails and reporting.
- Ability to define data retention periods and automatic archiving in accordance with ORLEN's policy.

5.5. Performance and scalability

The solution must meet the performance requirements arising from the scale of the ORLEN Group.

- **System response time:** The response time to user operations (e.g. loading a form field, performing calculations, generating a report) should not exceed 3–5 seconds for standard operations and 10–30 seconds for highly complex analytical operations.
- **Concurrent user support:** The solution must support, in accordance with the sizing scenarios: W0 – 700, W1 – 875, W2 – 2,250 concurrent users, whilst maintaining performance parameters.
- **Data volume:** The solution must handle data volumes in the order of hundreds of millions of records, whilst maintaining performance parameters.
- **Performance:** The Supplier shall provide information on the solution's strengths and weaknesses in terms of performance, based on examples to be demonstrated during workshops, accompanied by commentary explaining the technological basis for the results achieved (hardware infrastructure, computing engine, model).

5.6. Organisation of environments and change management

The solution must ensure appropriate organisation of environments and mechanisms for managing configuration changes.

The ability to separate development, test and production environments. The transfer of configurations between environments should be automated.

Additional requirements:

- **Minimum of 2 environments:** A development and test environment (DEV/TEST) and a production environment (PROD), with the option to expand to include training and sandbox environments.
- **Automated change management:** Mechanisms for automatically transferring configurations between environments (deployment) whilst maintaining version control and the ability to roll back.
- **Version control:** The ability to track configuration changes, including identification of the author of the change, the date and a description of the change.
- **CI/CD:** Support for Continuous Integration / Continuous Deployment practices in the areas of configuration management and update deployment.
- **Configuration backup and restore:** The ability to create backups of system configurations and restore them in the event of a failure or the need for a rollback.

5.7. User Experience (UX)

- **User interface:** The solution must provide an intuitive, modern, web-based user interface that does not require the installation of additional client software.
- **Responsiveness:** The interface must be responsive and adapt to different devices and screen sizes (desktop, tablet, mobile devices).
- **Browser support:** The solution must work with the latest versions of the major web browsers (Chrome, Edge, Firefox, Safari).
- **Accessibility:** Solutions that comply with WCAG 2.1 standards (minimum – Level A/AA) are preferred.
- **Personalisation:** End users must be able to personalise views, dashboards and settings.

5.8. Localisation and multilingual support

- **Polish:** The solution must provide full support for the Polish language in the user interface, system messages, documentation and reports.
- **Multi-currency support:** The ability to handle multiple currencies, perform currency conversions and define exchange rates.
- **Regional formats:** The ability to configure date, number and currency formats, as well as other regional elements, in accordance with local standards.
- **Character encoding:** Full support for Unicode (UTF-8) encoding, including diacritical marks and characters specific to the Polish language.

5.9. Maintenance, development and vendor support

- **Release cycle:** The supplier will present the product's release cycle (frequency of releases, new features, security patches).
- **Product roadmap:** The supplier shall present the product's development roadmap for the next 2–3 years, including planned new features and development directions (including AI/ML).
- **Product development horizon** covering a period of at least 5 years; a long-term guarantee that the product will remain in the manufacturer's product portfolio.
- **Technical support:** The supplier shall present technical support models (Level 1/2/3), availability hours (24/7 or business hours), support languages and SLAs for individual incident categories.
- **User Community:** Solutions with an active user community (user group/community), a discussion forum or a programme for sharing best practice are preferred.

- **Back office and partner network:** The Supplier shall provide information on its network of implementation partners in the Polish and European markets, with experience in the Oil, Gas and Energy sector.
- **Partner certification policy:** Where the Supplier is not the manufacturer of the EPM/SPM solution offered must hold active certified partner status with the manufacturer.
- **Technical support:** The Supplier shall set out the technical support models (Level 1/2/3), hours of availability (24/7 or business hours), and languages in which support is provided.
- **Standard Service Level Agreement (SLA):** The Supplier shall set out the parameters of the standard SLA, including:
 - o **Guaranteed service availability:** (e.g. 99.9%, 99.95%, 99.99%), method of measurement, exclusions (periods of planned downtime),
 - o **Incident response and resolution times:** by priority class (Critical, High, Medium, Low), broken down into response time (first response) and resolution time,
 - o **Service credit mechanisms:** type and amount of discounts/service credits in the event of an SLA breach,
 - o **Escalation:** process for escalating incidents not resolved within the specified timeframe, including access to account managers,
 - o **Regular service reviews:** whether business reviews/service reviews with the client are offered and how frequently.

6. Requirements for the Supplier and responses to the RFI

6.1. Requirements regarding the licensing model.

ORLEN requires that the response to the Request for Information include a detailed description of the manufacturer's licensing model, covering at least the following information:

- licence/subscription types and user types,
- licence/subscription pricing metrics,
- costs of individual functional modules,
- costs of connectors and, where applicable, integration components,
- fees for environments, including production, test, development and, where applicable, additional environments (if required),
- discount levels and the rules governing their application,
- minimum purchase level required to start using the solution;
- rules for scaling costs in line with increases in, for example, the number of users, data volume, number of modules, environments or companies, etc.,
- price indexation rules,

- minimum commitment period,
- rules for increasing, reducing and purchasing additional licences/subscriptions during the term of the contract.

6.2. Requirements regarding the presentation of commercial terms

6.2.1. Letter of Commitment

The purpose of the Letter of Commitment is to ensure the predictability of the terms of future cooperation with the Supplier of the offered technology and to provide certainty that the offered technological solution will be available to ORLEN on pricing terms commensurate with the Group's scale, thereby ensuring the economic efficiency of the project.

As part of their response to ORLEN's Request, Suppliers are expected to submit a 'Letter of Commitment', which will set out guaranteed pricing terms, including discounts for the ORLEN Group on licences and/or subscriptions required during the implementation, maintenance and development of the technology offered to the ORLEN Group. The recommended duration of the Letter of Commitment is 5 years.

For the avoidance of doubt, the Letter of Commitment does not constitute an obligation on the part of ORLEN S.A. to purchase specific products from the Supplier in specific quantities, by specific deadlines or at specific prices, and all purchasing decisions by ORLEN S.A. will be the subject of separate procedures. The Letter of Commitment shall constitute a commitment by the Supplier guaranteeing that, should ORLEN decide to purchase the products covered by the Letter of Commitment, the commercial terms for ORLEN shall be no less favourable than those set out in the Letter of Commitment. ORLEN expects the Supplier to prepare the Letter of Commitment in Polish.

To ensure comparability, ORLEN expects the Supplier to include, in its response to the RFI, a cost simulation in the form of a completed Annex 5 – Sizing.xlsx, which is to demonstrate how the guaranteed commercial terms covered by the Letter of Commitment translate into the specific quotations provided by the Supplier for the sizing scenarios supplied by ORLEN.

The fact that the Letter of Commitment has been granted and its period of validity will be taken into account during the technology selection process.

6.2.2. Sizing scenario

In order to ensure the comparability of Suppliers' responses and to enable an objective assessment of licensing models and the estimated total cost of ownership (TCO), ORLEN has prepared standardised model sizing scenarios, specifying for each of them the volume of users, data, processes, integrations and environments.

A description of the above-mentioned scenarios is provided in Annex 4. Each scenario defines **a standard set of quantitative model parameters** on which the Supplier is required to base its quotation (estimated 5-year TCO) and performance declarations.

The Supplier is expected to include, in its response to the Request, a complete and fully completed spreadsheet based on the scenarios described (Annex 5), consistent with the terms set out in the submitted Letter of Commitment.

As part of the prepared response, the following in particular is expected to be provided:

- costs for variants W0, W1 and W2,
- costs over a 5-year period,
- costs broken down by year,
- costs of all components required to implement the scenario outlined,
- information on the required modules, add-ons, connectors and separately licensed components,
- information on commercial terms and price indexation rules.

If the Supplier's licensing model is not based on the number of users but on other metrics (e.g. computing power, number of models, data volume, number of transactions or another billing method), the Supplier is obliged to:

- independently convert the parameters contained in the sizing scenario to its own licensing model,
- clearly describe the assumptions used and the method of conversion,
- indicate which elements of the scenario are factors affecting the costs of the solution.

ORLEN expects all costs necessary to implement the sizing scenario to be disclosed in a transparent and unambiguous manner. This applies in particular to:

- licences and subscriptions,
- computing platforms,
- storage,
- test and development environments,
- functional modules,
- integration connectors,
- APIs,
- Excel add-ins,
- mobile access,
- maintenance and manufacturer support costs,
- other cost components necessary to implement the solution in accordance with the scenario presented.

The responses received from Suppliers regarding cost simulations for the proposed solution, based on the submitted sizing scenarios, should be consistent with the terms of the Letter of Commitment and enable ORLEN to fully understand the terms offered by the Supplier.

6.3. Requirements regarding the partner ecosystem

One of the key criteria for selecting a technology is the maturity and availability of the market for implementation partners. ORLEN excludes the selection of any solution whose implementation and development would, in practice, depend on a single partner or a very limited group of entities.

As part of their response to the Request, the Supplier is required to provide the following information.

1. The Manufacturer's network and implementation partners

1.1. Partner network

- number of active and certified partners:
 - globally,
 - in Europe,
 - in the CEE region,
- list of partners operating in the CEE region, including:
 - partner name,
 - country of operation,
 - partnership status,
 - scope of responsibilities,
 - date on which the current status was obtained.

1.2. Implementation partners in Poland

A list of active implementation partners in Poland, including:

- partner name,
- partnership level,
- partner status,
- date of attaining the status,
- date of attaining the current partnership level,
- scope of implementation services provided.

1.3. Manufacturer-partner collaboration model

- project delivery model (partner-led, vendor-led, mixed),
- scope of the manufacturer's responsibilities,
- scope of the partner's responsibilities,
- areas of shared responsibility,
- project escalation and support process.

2. Competencies and certifications

2.1. Partners' competencies

For each designated partner, competencies must be provided in the following areas:

- EPM/SPM functional,
- technical,
- architectural,
- integration,
- data migration,
- security,
- change management,
- training,
- others (please specify).

2.2. Certified consultants

CEE region

- number of available certified consultants,
- breakdown by area of expertise,

- breakdown by country.

Poland

- number of certified consultants available,
- breakdown by area of expertise,
- level of experience (Junior/Mid/Senior/Lead – where available).

2.3. Partner certification rules

- certification requirements,
- requirements for maintaining status,
- competence verification process,
- quality and competence audits,
- method of confirming project competence.

3. Availability of implementation resources

3.1. Availability of resources

- current number of available implementation consultants,
- capacity to undertake new projects,
- capacity for parallel implementation,
- capacity to scale project teams.

Please specify:

- time constraints,
- competence-related constraints,
- geographical constraints,
- other constraints affecting the availability of resources.

3.2. Availability of resources by country

Please outline the capacity to implement projects for:

- Poland,
- the Czech Republic,
- Lithuania,
- Norway.

For each country, please specify:

- number of available consultants,
- skills profile,
- language proficiency,
- ability to carry out parallel implementations.

3.3. Support in Polish

The Supplier shall indicate:

- which partners are capable of fully carrying out the implementation project in Polish,
- number of Polish-speaking consultants,
- ability to conduct the following in Polish:
 - workshops,
 - analyses,
 - configurations,
 - training sessions,
 - post-implementation support,
 - project documentation.

4. Implementation experience

4.1. Projects within capital groups

Please provide details of implementations carried out within the last 5 years in capital groups.

For each implementation, please specify:

- region,
- sector,
- name of the group,
- implementation partner,
- implementation period,
- scope of implementation,
- number of companies covered by the implementation,
- number of users,
- scope of modules used.

4.2. Projects in the Gas, Oil & Energy sector

Please provide details of implementations carried out in the following sectors:

- Oil, Gas & Energy

For each project, please provide:

- client's name,
- country,
- implementation period,
- implementation partner,
- scope of implementation,
- modules used,
- scale of the organisation.

4.3. Experience in the CEE region

Please specify:

- number of implementations carried out in the CEE region,
- list of clients,
- key competencies utilised during the implementations.

5. Manufacturer support

5.1. Manufacturer support model

The Supplier shall describe:

- support model for implementation partners,
- process for involving the manufacturer in the project,
- levels of technical and design support,
- availability of product experts.

5.2. Support in emergency situations

The Supplier shall set out the procedure to be followed in the event of:

- unavailability of a local partner,
- project-related issues,
- skills shortages,
- schedule overruns,
- critical technical issues.

6. Knowledge transfer and quality control

The Supplier shall describe:

- manufacturer's implementation methodology,
- knowledge repositories,
- template libraries,
- documentation standards,
- training programmes,
- mechanisms for knowledge sharing between partners,
- tools to support project delivery,
- quality control and compliance mechanisms for implementation.

7. Continuity of implementation and change of partner

7.1. The possibility of changing the implementation partner

The Supplier shall describe:

- possibility of changing the partner carrying out the project,
- formal and contractual conditions,
- technological restrictions,
- licensing restrictions,
- operational restrictions,
- required actions on the part of:
 - client,
 - manufacturer,
 - existing partner,
 - new partner.

7.2. Transfer of project responsibility

The following should be described:

- project handover process,
- required artefacts and documentation,
- knowledge transfer standards,
- impact on the schedule and costs.

8. Implementation risks

The Supplier is expected to provide a risk analysis concerning the availability of resources for project implementation in Poland within the framework of the proposed technology, together with an assessment of the likelihood of these risks occurring and the measures which, in the Supplier's opinion, should or could be taken to minimise them.

Risk	Probability	Mitigation measures
Lack of user support from the software manufacturer	Low/Medium/High	Description
Lack of support for implementation firms from the software manufacturer	Low/Medium/High	Description

Unavailability of key consultants	Low/Medium/High	Description
Limited number of local partners	Low/Medium/High	Description
Lack of Polish-language resources	Low/Medium/High	Description
Resource conflicts between projects	Low/Medium/High	Description
Other risks identified by Suppliers	Low/Medium/High	Description

6.4.Requirements regarding descriptions of reference implementations for the proposed technology

ORLEN requires the technology Supplier to provide at least two descriptions of reference implementations within the Capital groups that have resulted in a production deployment within the last 5 years.

The description is expected to include the following information

Identification of the reference

- client's name and a description of the sector, scale and region,
- country/market of implementation,
- business sector; the following are particularly preferred: Oil & Gas, Energy, Utilities, large capital groups, finance/controlling,
- brief description of the implementation, including its scope, objective and scale of application.

Year(s) of implementation

- year(s) in which the implementation began and ended,
- information on whether the solution is still in production use,
- or, where applicable, the phased nature of the implementation and the duration of each phase.

Scope of implementation

- EPM/SPM modules/functionalities implemented,
- processes covered by the implementation, e.g. planning, budgeting, forecasting, management reporting, Strategic Finance, SPM, MBO, scenario analysis,
- whether the scope covered only the technology or also process implementation,
- number of companies covered by the implementation.

Scale of implementation

- number of users,
- number of companies/organisational units,
- number of countries/languages/currencies,
- data volume or scale of the planning model,

- number of environments/integrated systems.

Architecture and integrations

- deployment model: SaaS, on-premises, hybrid,
- integrations with ERP systems, data warehouses, data platforms, PPM/SPM, reporting tools,
- APIs, middleware or other integration mechanisms used.

Role of the Supplier / manufacturer

- whether the Supplier was a manufacturer, implementation partner, integrator or consultant,
- scope of the Supplier's responsibilities,
- manufacturer's involvement in the project,
- model of cooperation with the client and partners.

Outcomes and measurable results

- benefits achieved, e.g. shorter planning cycle, automation, improved data quality, reduction in manual work,
- KPIs or business outcomes, where these can be disclosed,
- information on the stability of the solution following deployment.

Production status and maintenance

- whether the solution is in production,
- how long it has been in use,
- whether it includes maintenance, development and further roll-outs,
- number of releases/upgrades following implementation.

Reference contact (if this can be disclosed)

- contact details of the reference contact,
- consent for ORLEN to contact the reference client,
- alternatively: a written statement from the client or a case study from the manufacturer.

ORLEN prefers that the Supplier's presentation of completed technology implementations be based on examples drawn from projects carried out in organisations that are, as far as possible, similar to the ORLEN Group, taking into account the scale, industry and complexity of the group (multi-segment structure and geographical spread).

If the client's name cannot be disclosed, the Supplier should provide an anonymised description enabling an assessment of the relevance of the reference to the scope of the planned implementation of the solution within the ORLEN Group and its expected outcomes as described in the Request.

Failure to provide at least two descriptions of reference implementations within capital groups that have resulted in a production deployment within the last 5 years will result in the Supplier's exclusion from the procedure.

6.5. Requirements regarding confirmation of the ability to carry out an implementation project using the offered technology, in Polish

ORLEN expects the implementation project for the proposed technology to be carried out in Polish (with the exception of foreign companies, where English is also required for meetings, correspondence and training).

Accordingly, the response to the Request must include confirmation containing an unambiguous statement to the effect that:

- implementation project will be conducted in Polish,
- English will be used for foreign companies,

with a clearly specified scope of communication in Polish, together with any restrictions in this regard in relation to:

- project meetings, workshops, working correspondence,
- project materials,
- training sessions and training materials,
- user documentation,
- post-implementation support / service-related communication.

Furthermore, in this section of its response to the Request, ORLEN also expects additional information regarding the scope of support provided directly to users of the technology (in future, the ORLEN Group) by the manufacturer in Polish.

In the absence of such support, please describe the procedure for communicating with the manufacturer and confirm that the lack of Polish-language support from the manufacturer will not hinder communication with ORLEN during the implementation, maintenance and development phases of the tool.

Failure by the Supplier to confirm its ability to carry out the implementation project using the offered technology in Polish will result in exclusion from further stages of the Procedure.

6.6. Requirements regarding the implementation of the Use Case and workshops

Suppliers whose responses meet the critical requirements (as set out in the RFI) will be invited to individual, two-day meetings (in a workshop format), to be held either remotely or in person.

The aim of the workshops is to conduct an in-depth assessment of the proposed EPM/SPM technology, its ability to meet the ORLEN Group's key business needs, and to evaluate the maturity of the solution, the licensing model and the vendor's ecosystem.

The workshops will focus on the Supplier discussing and presenting topics relating to the solution's architecture, security and operational capabilities.

The workshops do not constitute a stage in the selection of an implementation partner.

The workshops are planned as a two-day event.

The preferred language for conducting the workshops is Polish. ORLEN permits the Supplier to conduct the workshops wholly or partly in English.

The first day of the workshops will be devoted to the Supplier's presentation of its proposal and the technology offered, covering the required functionalities described in the Request (see RFI Annexes regarding functional requirements), together with a demonstration of these directly within the proposed solution. On this day, the following issues will also be discussed: the solution's characteristics, the licensing model and costs (including the Letter of Commitment and sizing), security, architecture, integration openness, the Manufacturer's ecosystem and partners, and the availability of training materials.

The aim of the first day of the workshop is to gain a comprehensive understanding of the proposed technology, its market maturity, development potential and suitability for long-term operation within the ORLEN Group's architecture.

On this day, the Supplier will also demonstrate the functional capabilities of the tool in its 'out-of-the-box' version.

The second day of the workshop will be a practical session on the tool, divided into two thematic blocks.

It will be devoted entirely to demonstrating the practical capabilities of the proposed solution based on use cases and questions prepared by ORLEN.

The aim of the second day of the workshop is to assess:

- ease of configuring the solution,
 - degree of autonomy of business users,
 - extent to which no-code/low-code mechanisms are utilised,
 - clarity of the model's logic,
 - suitability of functional solutions to requirements and their adaptability,
 - tool's user experience (UX).
- **Part 1 – discussion of how the Supplier will implement the Use Case:** Annex 6, Annex 7 and Annex 8 contain use cases prepared by ORLEN for the purpose of verifying selected functionalities of the tool. These are model cases, indicating to the Supplier how ORLEN will use a given functionality in the future.

The aim of this section is to assess:

- method of modelling processes and algorithms,
- extent and manner of use of standard functionalities,
- flexibility and intuitiveness,
- user experience,
- ease of configuring the solution (including permissions, workflows and roles),
- degree of autonomy of business users and the learning curve,
- level of use of no-code/low-code mechanisms,
- transparency of the model's logic, auditability and overview of dependencies,
- extent to which the solution supports users with ML, AI and RPA,
- tool's user experience (UX).

The Supplier's task is to prepare and implement the attached use cases in the proposed EPM/SPM tool in advance, and then to present the results of these activities during the workshops.

The choice of how to implement the use cases and the format of the solution presentation during the workshops is entirely at the Supplier's discretion, provided that it enables the objective of this part of the workshops (as described above) to be achieved.

In order to minimise the workload on the Supplier's part, ORLEN does not require the use cases to be implemented as a single, coherent, integrated scenario. Each use case may be addressed separately, using a distinct set of test data. The key objective is to achieve the aim of the workshop.

ORLEN expects the Supplier to implement all the use cases described. Should the Supplier be unable to implement a particular use case within the EPM/SPM tool, the Supplier will be asked to explain the reasons why this was not possible.

- **Part 2 – simulation of work + Q&A** – in this part of the workshop, the Supplier is expected to demonstrate how to implement changes to the system in response to questions raised during the workshop by the ORLEN team.

In this part of the workshop, the Supplier will be required to demonstrate 'live' how to carry out selected tasks within the proposed tool. The tasks will be formulated by the ORLEN team during the workshop and will relate to the practical use of the solution, in particular with regard to:

- adding a new organisational unit,
- creating a new scenario or version of a plan,
- changing planning rules and workflows,
- adding new analytical dimensions,
- introducing a new guideline,
- sending a message or posting a comment,
- modifying forms, dashboards, algorithms or reports.

If it is not possible to implement a given change in the EPM/SPM tool 'live' during the workshop, the Supplier will be asked to explain verbally to the participants what actions within the tool are required to carry out the task in question, in order to assess the time required, the complexity of the actions and the flexibility of the solution offered.

Furthermore, during this part of the meeting, the Supplier will be asked to answer other questions regarding the practical use of the proposed tool.

To summarise: the activities carried out by the Supplier during the workshop are intended to simulate the conditions of everyday work with the tool and will be limited to simple, non-complex tasks; they will not go beyond the scope of the required functionalities described in the Annexes.

The exact dates for the workshops, together with the agenda, will be provided by ORLEN during the procurement process, with sufficient notice to allow for the preparation of presentations, demonstrations and the implementation of the required use cases.

6.7. Requirements regarding the scope of the Manufacturer's cooperation with ORLEN within the framework of development activities (partnership).

The ORLEN Group is the largest multi-energy group in the CEE region and one of the largest in Europe. The complexity of business scenarios and the challenges faced by the Group often outpace existing technological solutions and point to future directions for their development.

ORLEN recognises the importance of the technological solutions employed in building a competitive advantage and identifies natural areas of synergy arising from cooperation with the Supplier of the EPM/SPM solution.

For this reason, in response to the Request, the Supplier should present not only a declaration of readiness for collaborative development, but also a specific implementation model describing, amongst other things:

- terms and conditions of ORLEN's participation in initiatives such as customer advisory boards, early adopter programmes and beta testing; the commercial terms for carrying out development work; and issues relating to the rights to the results of such work;
- method for submitting, assessing and prioritising the Manufacturer's development needs in collaboration with ORLEN (including the mechanism by which ORLEN influences the tool's development roadmap),
- procedure for proposing initiatives and jointly carrying out development work based on use cases provided by ORLEN, together with ORLEN's rights to implement the solution,
- dedicated governance model for the collaboration,
- commercial terms for dedicated development (carried out exclusively for ORLEN's needs),
- SLA for development requests.

In response, a description of the proposed model is expected for managing development cooperation with ORLEN, including a definition of the roles and responsibilities of the Manufacturer and ORLEN, the principles of periodic roadmap cooperation, the escalation mechanism, and the deadlines for assessing development requirements submitted by ORLEN.

The Supplier should indicate whether ORLEN can be granted strategic/reference customer status and explain the significance of this status, participate in reporting or co-developing functionalities, test development versions, and have early access to new features under the specified conditions.

The response should also describe the rules governing the protection of ORLEN's information, data and use cases, and specify whether, and under what conditions,

functionalities and/or know-how developed jointly with ORLEN may be used by the Manufacturer in a standard product or in relation to other customers, as well as ORLEN's rights in this regard.

6.8. Requirements regarding the Exit Strategy and avoiding vendor lock-in

ORLEN places great emphasis on minimising the risk of dependence on a single technology Supplier. In response to the RFI, the Supplier is required to provide information on the terms and mechanisms for terminating the cooperation, covering at least the following:

- A. Data and configuration export:
 - data export formats (e.g. CSV, JSON, XML, native database formats),
 - ability to bulk export complete data sets,
 - the ability to export system configurations (models, rules, workflows, permissions),
 - whether export is a native feature of the system or requires support from the manufacturer,
 - estimated costs and time required for the export process.
- B. Support for migration to an alternative solution:
 - whether the manufacturer provides support for migration to a competing solution,
 - scope of such assistance,
 - estimated costs.
- C. Transition periods:
 - the possibility of maintaining access to data during a transition period following termination of the contract,
 - licence terms during the transition period,
 - maximum permissible transition period.
- D. Data openness and avoiding technological lock-in:
 - whether data is stored in standard, open formats,
 - whether there are closed/proprietary data formats,
 - availability of documentation on data schemas and APIs for migration purposes.
- E. Costs associated with terminating the contract:
 - Are there any fees for early termination of the contract?
 - Are there any fees for data export or migration support?