



Market consultation Contractmanagementsysteem

On behalf of the N.V. Nederlandse Gasunie

Contactperson: Hilde Gels
Versie: final

N.V. Nederlandse Gasunie
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1 GENERAL INFORMATION

1.1 Introduction

This document contains information regarding the market consultation for a contract management system for N.V. Nederlandse Gasunie (hereinafter: Gasunie).

Gasunie is currently exploring the possibility of a future tender for a contract management system. As part of this exploration, Gasunie is conducting this market consultation to gain insight into the capabilities and level of interest within the market. Your response will serve as one of the sources of information based on which a follow-up strategy will be determined.

1.2 N.V. Nederlandse Gasunie

Gasunie is an energy infrastructure company. In the Netherlands and Northern Germany, we manage infrastructure for large-scale transport, storage, and conversion of gas. Currently, this mainly involves natural gas. However, with the energy transition, this is increasingly shifting towards green gas and hydrogen. In addition, we are working on the development and management of networks for heat and CO₂.

Our mission is to provide safe, reliable, affordable, and sustainable energy infrastructure services, ensuring that energy is always available to everyone. Safety, reliability, sustainability, and cost-awareness are our top priorities.

Gasunie's network is one of the largest high-pressure gas transport networks in Europe, consisting of more than 15,000 kilometers of pipelines, 1,000 gas receiving stations, and dozens of installations in the Netherlands and Northern Germany. Gasunie's infrastructure is part of Europe's 'gas roundabout', enabling efficient trading and transportation of gas. The annual throughput of gas is approximately 100 billion cubic meters.

Our mission

Gasunie is a leading European energy infrastructure company. Gas transport and gas storage are our core activities. We serve the public interest and facilitate the energy transition by offering integrated infrastructure services. We focus on creating value for our shareholder(s) and other stakeholders, and we adhere to the highest safety and business standards applied in the sector.

Our vision

We believe in a sustainable future with a balanced energy mix and a continued role for gas sourced from various origins. We believe that we best serve our customers with innovative solutions in the field of (gas) infrastructure.

Our three pillars:

- Ensuring a safe, reliable, affordable and sustainable gas infrastructure in our core region.
- Contributing to efficient gas infrastructure and services for a well-functioning European natural gas and LNG market.
- Accelerating the transition to CO₂-neutral energy supply.
-

Gasunie Suppliers Code of Conduct

Maintaining a strong reputation is of great importance to Gasunie in achieving its objectives. Gasunie considers its responsibility to ensure that its services are delivered within a value chain that complies with international standards. Cooperation with suppliers and partners must take place in a professional, careful, and ethical manner.

All Gasunie employees are subject to the Code of Conduct, including those working for companies within the Gasunie group and those seconded to or working on behalf of Gasunie. For suppliers, the Gasunie Suppliers Code of Conduct applies, which can be found on our website: [Suppliers > Gasunie](#). The Gasunie Suppliers Code of Conduct is applicable to this market consultation.

More information about Gasunie can be found at [Gasunie](#).

2 INFORMATION ABOUT THIS MARKET CONSULTATION

2.1 Purpose of this market consultation

Through this market consultation, Gasunie aims to gain insight from market parties into the possibilities regarding a contract management system, so that any subsequent tender (hereinafter: the tender) aligns with what the market can offer. In addition, Gasunie seeks to reach potential market parties to engage and encourage them to contribute ideas.

Gasunie reserves the right to organize a second market consultation, with the aim of further validating the intended scope as derived from this initial consultation.

Insights obtained from the market consultation will be used by Gasunie, where relevant, in the preparation of the tender and the associated tender documents. Gasunie reserves the right not to use these insights, or to use them only partially. Gasunie aims to operate as transparently as possible by using the results of the market consultation to develop the tender and the accompanying Program of Requirements. We expect to launch the tender in the first quarter of 2026.

2.2 Project description and questions

As part of organizational changes within Gasunie, a decision has been made to transform contract management to further improve performance and achieve greater synergy. To support this transformation, Gasunie is seeking a system for centralized contract management. Gasunie aims to procure and implement a system that supports contract and supplier management at all levels.

The following need-related terms are used within Gasunie:

- *Contract administration.* The physical and digital management of contracts to ensure that the right information is available at the right time and in the right place.
- *Contract management.* Maintaining, monitoring, and improving supplier performance.
- *Supplier management.* All activities that go beyond individual contracts, aimed at building and further developing strong collaborative relationships with suppliers.
- *Contract control.* At Gasunie, contract control is the process of monitoring contract execution in a risk-based (more risk = more attention) and uniform manner, ensuring that contractor performance demonstrably meets contractual requirements, while allowing room for collaboration, innovation, and process improvement. The method used within Gasunie is Risk-Based Contract Management (RBC).

After the completion of a tender procedure, a contract is concluded with a supplier, whereby all related expenditures must be allocated to this contract. This places high demands on contract monitoring, control, and potentially adjustment. These contracts can have a duration of several years, and since switching to another supplier is not always easy, it becomes even more important to monitor the supplier's performance in order to build a strong relationship based on good, proven performance.

| Type of contract | Explanation |
|-----------------------------------|--|
| <i>WESP</i> | Long-term (10-year) strategic framework agreements operating under RCB (Risk-Based Contract Management), where contract management efforts are allocated based on assessed risks. These contracts have a layered structure. Performance is measured through KPIs and performance assessments, supplemented by RCB during project execution across various domains such as natural gas, hydrogen, CO2 and heat. |
| <i>Maintenance and Operations</i> | Focused on ensuring the functionality, reliability, and lifespan of installations and systems throughout their operational lifecycle. It includes services such as inspections, maintenance, and upgrades, aimed at supporting operations and minimizing disruptions. These contracts also follow the RCB principle. |
| <i>ICT</i> | Delivery of software and hardware. |
| <i>Facility services</i> | Supporting business operations. |

Risk-Based Contract Management (RCB)

The execution of WESP and maintenance contracts at Gasunie follows the principle of Risk-Based Contract Management (RCB), in which risks, and control measures are identified in advance and actively monitored during execution through work plans, audits, and site visits. Suppliers must demonstrably deliver quality according to their own processes, and contract management is structured through a governance framework with strategic, tactical, and operational meetings, as well as agreements on service level reporting.

2.3 Contract Management Vision

Gasunie's vision on contract management is:

- Strengthening the contract management function is essential to achieving strategic business objectives.
- Contract management is necessary to respond to changes in the business environment, including entry into new markets, a shift toward larger capital projects, a business line structure with shared resources and suppliers, and a more complex supplier landscape.
- Professional contract management is required to execute projects effectively and within budget, while simultaneously mitigating delivery risks for Gasunie.

A centralized contract management function improves performance by:

- Focus on contract management. A centralized model assigns contract management roles to specific employees, enhancing task focus and ensuring consistency across all business lines and central functions. This approach ensures that contract management is recognized as a core responsibility.
- Clear division of responsibilities. Separating roles between various stakeholders and procurement & supply chain reduces conflicts of interest. This allows both our business lines and suppliers to focus on their tasks, while any non-compliance can be identified and addressed through the commercial process.
- Insight into contracts. Visibility of contract performance enables better steering and supports effective control of contractual obligations on both sides. This helps Gasunie become an even more reliable partner.
- Learning effect. The experience gained can be used to further improve future contracts.

Improved contract management creates synergy and value by focusing on:

- Optimizing synergies between business lines in supplier performance.
- Effective monitoring and execution of contracts.
- Negotiations based on contract performance / management of changes and claims.
- Performance monitoring and improvement based on measured results.
- Risk and compliance management.
- Cost optimization.
- Commercial control of potential changes.
- Business lines can focus more on their core competencies.

2.4 Questions

In this market consultation, we ask suppliers to demonstrate the standard functionalities of their product within the context of Gasunie as described in this document. Gasunie aims to limit customization of products as much as possible.

In addition, we ask suppliers to also showcase functionalities that are not currently part of the requirements but may be of interest to Gasunie.

Gasunie will use the outcomes of this market consultation to further develop the set of requirements and wishes, which will serve as input for the next phase, in which a tool will be selected.

In this market consultation, Gasunie focuses on the following aspects:

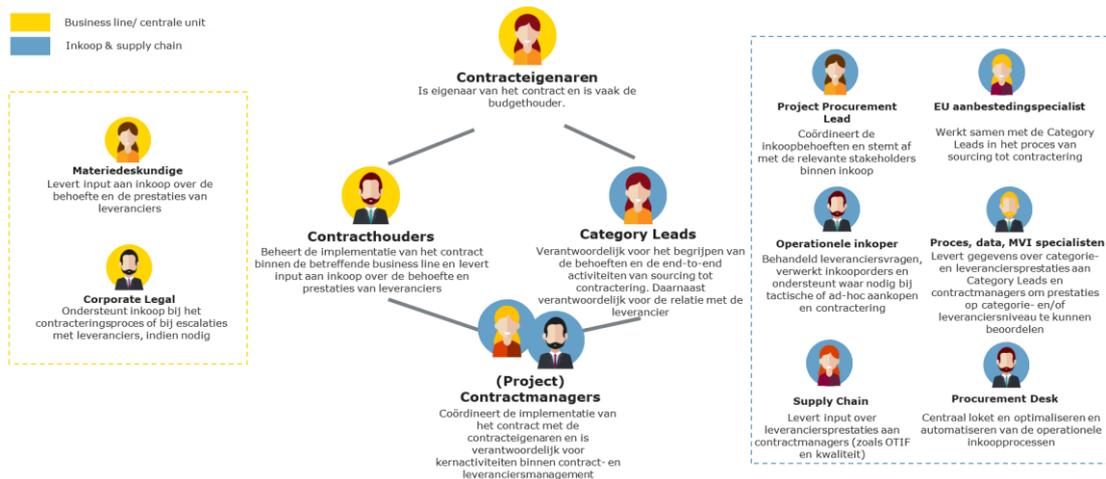
- The standard "out-of-the-box" functionalities of the product and how these align with the stated requirements.
- The standard functionalities of the product are to handle complex contract structures within the domain of engineering and maintenance.
- The product's capabilities to integrate into Gasunie's application landscape.

Roles and Responsibilities

The visual overview below provides clarity on the roles and responsibilities within the future contract management process at Gasunie.

Overzicht van de rollen en verantwoordelijkheden

Samenwerking tussen stakeholders en inkoop & supply chain is noodzakelijk



Functional Requirements

Below is Gasunie's current perspective on the required functionalities of the contract management system. The system must be capable of:

- Supporting the entire contract lifecycle.
- Facilitating contract segmentation (i.e., categorizing contracts into different segments based on characteristics) and the corresponding differences in contract management.
- Supporting strategic supplier and contract management, including:
 - Governance
 - Performance monitoring
 - Relationship management
 - Risk assessment
 - Collaboration
- Managing complex contract structures, including multiple layers and different suppliers per layer.
- Enabling Risk-Based Contract Management (RCB).
- Managing contractual obligations and risks.
- Facilitating integration with category management.
- Monitoring contract development and contract utilization.
- Defining and monitoring KPIs for contracts and suppliers.
- Generating automatic notifications for:
 - Deviations in KPIs
 - Contract consumption percentages
 - Contract duration percentages
 - Approaching contract end dates / reminder dates
 - Renewals
 - Evaluation moments
- Storing documentation, such as Business Review Meeting documentation.
- Analyzing contract usage (metadata).
- Monitoring improvement initiatives.
- Generating reports, including supplier performance for Business Review Meetings, audits, etc.
- Measuring supplier performance, adding it to a dashboard with status, deadlines, and actions (KPI monitoring), and sharing it.
- Monitoring additional contract objectives, such as sustainability.
- Performing spend analysis.
- Being user-friendly.

Non-Functional Requirements

In addition to functionality, the ideal contract management system should meet the following non-functional requirements to ensure reliability, security, and integration within the organization. The contract management system:

- Complies with Gasunie's security policy to ensure information security and data protection.
- Complies with the General Data Protection Regulation (GDPR), including appropriate measures for privacy and data processing.
- Is integrable within Gasunie's application landscape (see Chapter 3), ensuring smooth interoperability with existing IT solutions.
- Supports role-based user authorization, including the management of different roles and associated access rights.
- Complies with ISO 27001 and/or NEN 7510 standards for information security.

3 APPLICATION LANDSCAPE

The contract management system must be embedded within Gasunie's application landscape. Gasunie uses various SAP cloud products to support its Source-to-Pay processes, including:

- SAP Ariba Sourcing
- SAP Ariba Contracts
- SAP Ariba Supplier Lifecycle and Performance
- SAP Ariba Guided Buying
- SAP S/4HANA, private cloud edition
- SAP Fieldglass

The contracting process that the selected system will need to integrate with current functions is as follows:

A tender is conducted at SAP Ariba Sourcing, resulting in a signed contract with a supplier. This contract is operationalized in SAP Ariba Contracts and linked to SAP S/4HANA, where a framework agreement is created.

The transactional part of the procurement process - requesting, ordering, and invoicing - takes place in SAP S/4HANA. Requests are initiated in SAP Ariba Guided Buying, SAP S/4HANA, or SAP Fieldglass (for hiring external personnel). SAP Ariba Guided Buying and SAP Fieldglass serve as front-end systems and forward the request to S/4HANA. Once the request is received in S/4HANA, the process continues there: the purchase order is created, sent to the supplier, and the corresponding invoice is received and processed.

Through the request and the linked purchase order, all expenditures are categorized according to one of Gasunie's commodity codes and - if applicable - allocated to a contract.

An additional data source consists of contract management performance data currently stored in the tools used for executing contract management.

This data must either be made accessible from the contract management system or imported into it.

4 PROCEDURE

4.1 Design and layout

This market consultation has been published on TenderNed. The market consultation document is digitally available at www.tenderned.nl.

Based on this document, market parties can form an impression of the potential assignment.

Questions or uncertainties regarding this market consultation

If you have any questions, you may use the form provided in Annex 1, *Model for Asking Questions*. The completed document can be sent by email to the contact person listed below. The deadline for submitting questions is specified in paragraph 4.2.

The Information Notice containing the answers to the questions will be published on the date mentioned in paragraph 4.2 on TenderNed, provided the answers are relevant to all parties. Submitted questions will be anonymized by Gasunie and included in the Information Notice.

Presentation

Gasunie may invite up to three (3) participants to give a presentation. If this option is chosen, Gasunie will make a selection based on the submissions. There is no entitlement to present, and participation in the presentation is not mandatory. Being invited to present as part of this market consultation does not reflect the level of interest in the proposed system. An invitation to present does not imply any advantage or disadvantage for the party in any potential follow-up procedure, such as a tender. All input from the market consultation will be considered equally and objectively in the further process.

The preferred format for the presentation is in-person at our office in Groningen. However, in exceptional cases, it may be conducted via Microsoft Teams. The presentation may last a maximum of 45 minutes, with a possible extension of 15 minutes. If you are open to giving a presentation, you can indicate this to the contact person mentioned below.

Contact person

The contact person for this market consultation is Hilde Gels, Senior Buyer. She can be reached at the email address h.h.gels-veenstra@gasunie.nl.

Results market consultation

The results of the market consultation may be incorporated into the tender process through report/feedback. Additionally, the results may serve as input for a potential second market consultation. By participating, parties give permission for the provided information and/or data to be used for these purposes, in accordance with the confidentiality provisions outlined in paragraph 4.3. The content of the results will not be shared in draft form with participating parties beforehand.

If Gasunie proceeds with a tender, a brief summary of the market consultation will be published, including any presentations that may have been given.

4.2 Planning

No rights can be derived from the planning below. The dates shown in bold are critical deadlines, unless Gasunie has communicated otherwise. Gasunie reserves the right to modify the schedule at any time.

| Activity | Date / Period |
|--|--|
| Publication on TenderNed | Tuesday 07-10-2025 |
| Deadline for submitting questions | Thursday 16-10-2025, 16.00 hour |
| Publication of answers to submitted questions | At the latest Monday 27-10-2025 |
| Deadline for submitting interest in giving a presentation | Friday 31-10-2025, 16.00 hour |
| Invitation to give a presentation | Tuesday 4-11-2025 |
| Presentation | Monday 10-11-2025 till Friday 14-11-2025 |

4.3 Conditions

By participating in the market consultation, the market party agrees to the following conditions:

- Communication will take place in Dutch and/or English.
- All communication will be exclusively with the contact person mentioned in paragraph 4.1.
- Your response is confidential and will only be shared within Gasunie.
- The information provided will be used solely for the stated purpose.
- The scope and requirements may change based on the information provided.
- Gasunie is not bound by the results of the market consultation.
- Participants cannot derive any rights from this market consultation.
- If necessary, Gasunie may contact market parties to gather additional information.
- Gasunie reserves the right to adjust the schedule if needed.