NEO NL

Nucleaire Energie Organisatie Nederland

# Tender DMS

## Second information meeting

NEO NL

12 June 2026

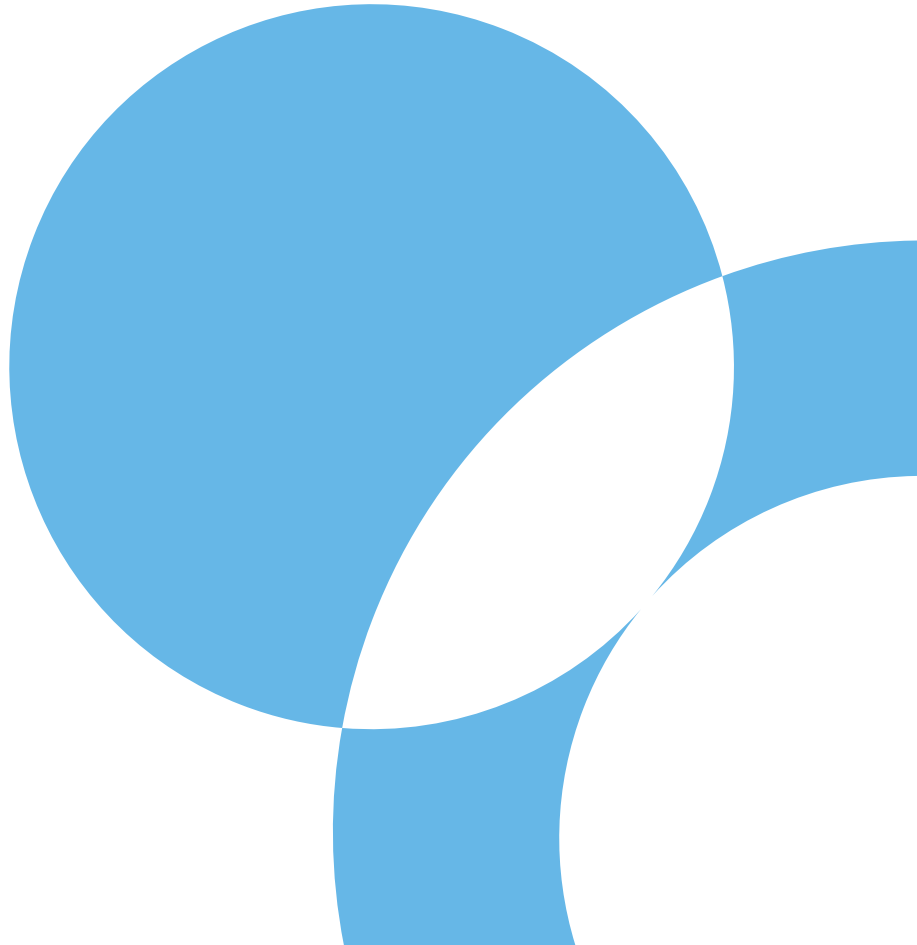
1 Welcome

2 Introduction NEO NL

3 Planning

4 First answers to some questions

5 Closing



# Welcome!

- No written record will be made of this meeting.
- No rights can be derived from information provided orally.
- If you hear material information that is not included in the tender documents, please submit a written question via TenderNed to confirm this information.
- This presentation itself will be shared after the conclusion of this meeting.
- Written questions will be answered in the Memorandum of Information (15 June 2026).



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# 2. Introduction of NEO

Mirella van der Velde

# Context

- The Ministry of Climate and Green Growth (KGG) has been commissioned to build new nuclear power plants as part of the energy transition.
- The Nuclear Energy Organisation Netherlands (NEO NL) is the organization responsible for the construction, operation, and eventual decommissioning of two new nuclear power plants in the Netherlands.





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# New-built: a mega project

- Financing: financing package of 20-30 billion euros
- Suitable location with, among other things, sufficient space, meeting environmental and safety requirements
- Establishment of project organization: with sufficient knowledge, expertise, and manpower to execute the project
- Technology selection: choice of a main contractor supplying the key (nuclear) technology
- Prerequisites in order: human capital, value chain, fuel chain, international cooperation

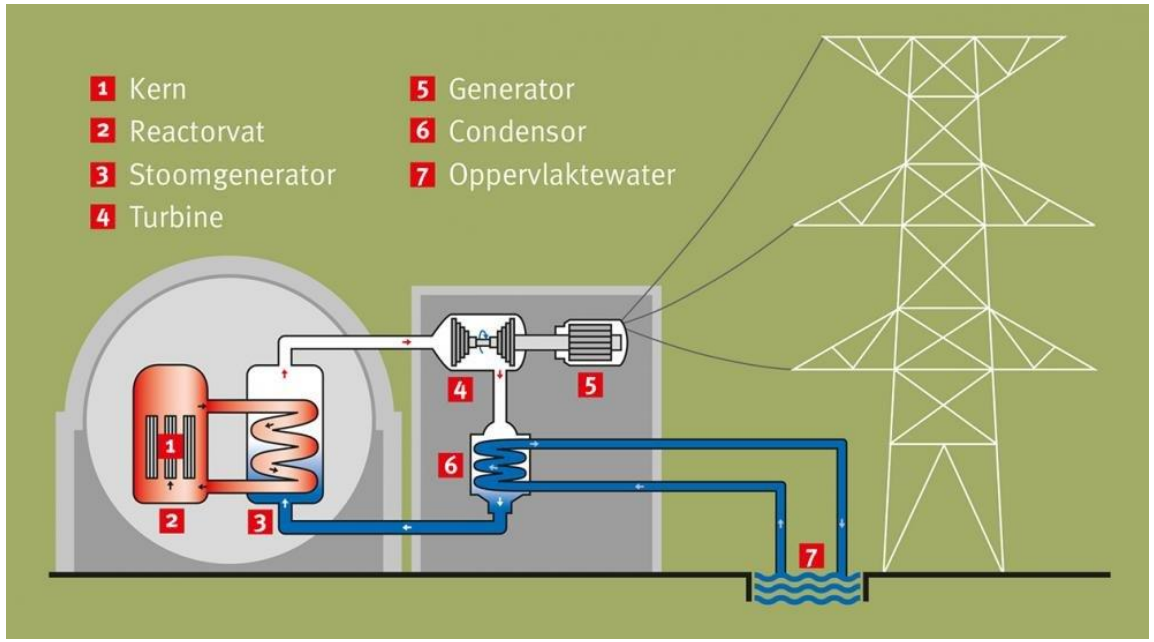





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# Spatial impact (indicative)

- Footprint of 2 plants side by side: 50-60 ha.
- Temporary work area: 60-70 ha. (of which half is located directly next to the construction site)
- If cooling towers: +20 ha.
- Approx. 10 years construction 8,000 to 10,000 employees at peak






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# Site Selection

- The Ministry of Climate and Green Growth is responsible for the process regarding the location selection
- Currently four search areas in focus
- Within those areas, seven locations are being investigated



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# NEO NL

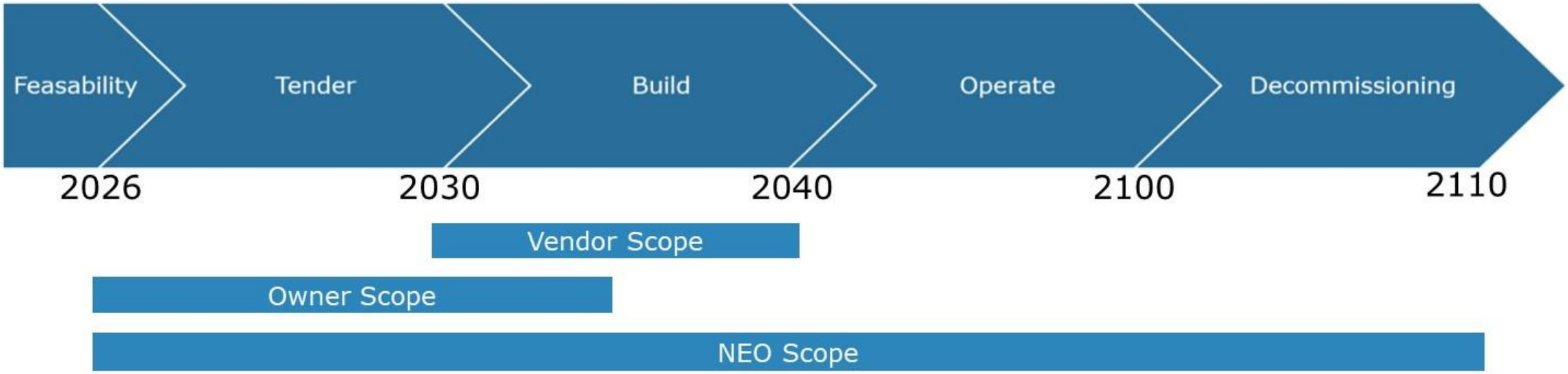
- Started as project organization under the Ministry of Climate and Green Growth (Sep 2024)
- Independent entity in Feb 2026: policy participation

- Current areas of focus:
  - Selecting a technology vendor
  - The ‘owner scope’
  - Becoming a licensable organization
  - Developing the organization in terms of governance, target operating model, tooling, and financing
  - Attracting nuclear expertise



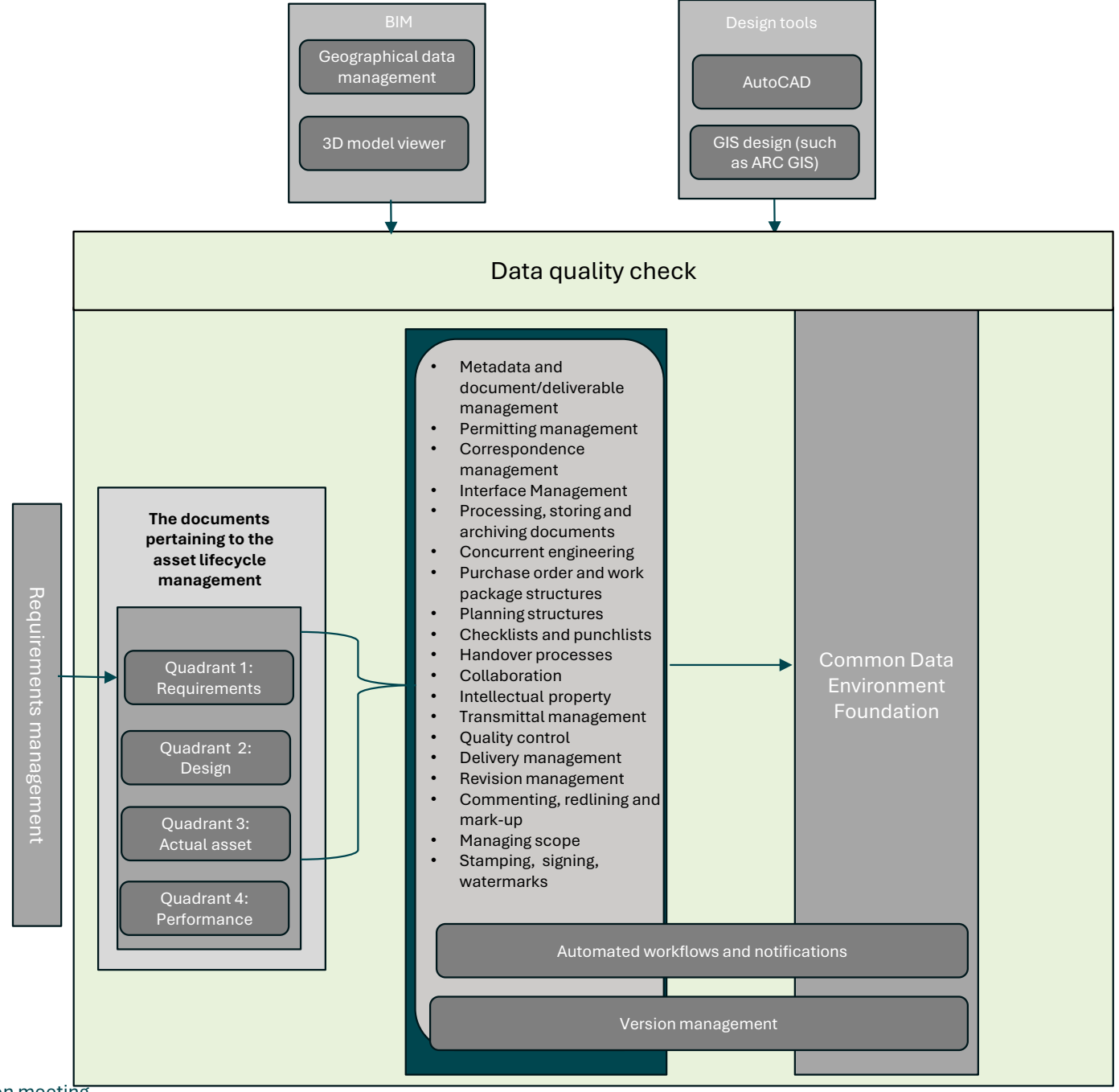
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# Indicative high level time schedule






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# Objective & Assignment

**Objectives for the Document Management System (DMS)**

1. Centralized Document Control and Findability
2. Security, Access Control, and Auditability
3. Version Control and Concurrent Engineering
4. Compliance, Traceability, and Records Management
5. Workflow Management, Collaboration, and System Integration

**The assignment consists of:**

A. Providing DMS functionality for an estimated 200 users (2027) growing to 1000+ users in 2031
B. Implementation services for an advanced document management system, including solution configuration, system integration, support for data migration, workflow design, user access and security setup, testing, training, manuals, and post-go-live support to ensure a secure, compliant, and efficient enterprise-wide deployment.
C. Realisation of integrations as shown in figure 2
D. Maintenance and support after implementation, in accordance with the Tender Document. Furthermore, given the further development of the organization, additional needs will arise in terms of functionalities, support from the party to be contracted is also expected in this regard.
E. Provision of exit services from the Tenderer's datacentre:
    a. by migration from SaaS to an on-premise solution (in a datacentre contracted by NEO);
    b. and after termination of the agreement.

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# 3 Planning

Richard Heijne den Bak

| | |
|---|---|
| 6 May 2026 | Issuing of publication, start of tendering period. |
| 20 May 2026 16-17:00 CEST | First information meeting via Teams to introduce NEO, to the assignment and explain the Tender and the process |
| 26 May 2026 17:00 CEST | Closure of 1st round of questions: deadline for the Tenderer to submit questions regarding this Tender Document , the Data Processing Agreement and the Contract (including the general terms and conditions) and/or proposals for textual amendments to the draft Contract (including the general terms and conditions). |
| 12 June 2026 15- 17:00 CEST | Second information meeting via Teams to further explain the Tender and answer some main questions |
| 15 June 2026 | Issuing of 1st Memorandum of Information |
| 24 June 2026 17:00 CEST | Closure of 2nd round of questions: deadline for the Tenderer to submit questions. |
| 1 July 2026 | Issuing of 2nd Memorandum of Information |
| 14 July 2026 17:00 CEST | Deadline for the receipt of Tenders and opening of received Tenders by the Tendering Authority. |
| 15 July 2026 up to and including 21 July | Assessment of Tenders. |
| 22 July 2026 | Invitation to a demonstration for the relevant tenderers |
| 29/30 July | Reserved days for the demonstration (the specific slots will be communicated in the invitation). |
| 3 August 2026 | Announcement of the award of the Contract. |
| 10 August 2026 | Deadline for the winning Tenderer to provide the evidence requested by the Tendering Authority. |
| 24 August 2026 | Deadline for asking questions and/or filing an application for a preliminary injunction in relation to the announcement of the award of the Contract. |
| 14 September 2026 | Starting date of Contract. |



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# Award criteria and assessment (chapter 5)

| **QUALITY** | | | |
|---|---|---|---|
| **Award sub-criterion** | | **Description** | **Maximum notional quality discount obtainable** |
| Q1 | Quality of the Solution | Schedule of Requirements and Quality Preferences NEO NL (as included in Annex 2) | € 1.320.000 |
| Q2 | Project Services during the Implementation Phase | Description of the Implementation Plan | € 2.000.000 |
| Q3 | Ongoing Services during the Operational Phase, including the Exit Phase | Description of the proposed support and maintenance services | € 2.000.000 |
| Q4 | Demo | Demonstration based on provided user stories | € 550.000 |
| **Total** | | | **€ 5.870.000** |
| **PRICE** | | | |
| **Award criterion** | | **Description** | **Tender Price submitted** |
| | Tender price | Tender Price in accordance with the completed Pricing Form, Annex 7 | € [...] |
| **EVALUATION PRICE** | | | |
| BPQR | | **Description** | **Established (notional) evaluation price** |
| | **Best Price-Quality Ratio** | Tender Price less the quality discount obtained | € [...] |



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# Content of your submission of your Tender

| Subject | Description | Tenderer's action |
|---|---|---|
| Annex 1 | European Single Procurement Document (ESPD) * | To be completed, validly signed and added to the Tender in TenderNed. |
| Annex 8 | Declaration by the Tenderer pursuant to EU Regulation 2022/576 of 8 April 2022 | To be completed, validly signed and added to the Tender in TenderNed. |
| Annex 4 | Reference Assignment Forms | To be completed and added to the Tender in TenderNed. |
| Quality Criteria | Q1: Quality of the Solution – completed Annex 2 containing the requirements and quality preferences.<br><br>Response to Q2: Project Services during the Implementation Phase – maximum 15 pages.<br><br>Response to Q3: Quality of Ongoing Services – maximum 15 pages. | Three documents to be added to the Tender in TenderNed. |
| Annex 7 – Pricing Form | The prices/rates offered. | To be completed, validly signed and added to the Tender in TenderNed. |



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# 4 Tender questions

Richard Heijne den Bak
Mirella van der Velde
Radboud Rijpkema

# Question 4

To what extent does NEO NL value a solution that provides a single, consistent user and administrative experience throughout the entire contract duration, whereby management and configuration are performed centrally, without fragmentation across multiple subsystems or additional technical management environments?

NEO NL prefers an integrated solution. See for example assessment criterium 1 in Q4 Demonstration (page 32 of the Tender Document): “uniformity of the user interface, whereby user groups and different roles experience the same look and feel.”



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# Question 8

- What is the approximative number of documents and revisions managed within the NEO DMS?

Current numbers are relatively low (+/- 20K), but expected to grow substantially in the upcoming years after commencement ProjectMER, Vendor Selection/start FEED and safety case.

Expectation based on reference projects that this will grow between 2027 – 2030 from tens-of-thousands to several million documents.



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# Question 13

We kindly request that you amend the unilateral renewal options to a mutual renewal. This will allow the parties to consult with each other regarding any renewal. In our view, this is important because the Contractor may also have insights concerning a potential renewal (for example, changes in the Contractor's staffing, operations, or financial situation). Moreover, when the parties consult jointly and choose a mutual renewal, it can foster a long-term, positive relationship between them. Can you agree to this?

We can agree to a mutual renewed agreement as proposed after  the first period of unilateral renewal options and a period of four years. In this way en mutual renewal options will be possible in year 8, 9 and 10.



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# Question 39 and 75

With reference to §2.1.3 and Figures 1 and 2, can NEO NL clarify the definition and scope of the Common Data Environment (CDE), to the extent necessary to understand the expected integration requirements between the DMS and the CDE at contract start and in subsequent phases, and confirm whether the information currently provided is sufficient to define these integration needs?

§2.1.3, IMS-001, INT-012, MC-002–004
§2.1.3 states the CDE Foundation will be tendered separately "in the near future." Multiple Phase 1 requirements (IMS-001, INT-012, MC-002–004) require integration with a CDE Foundation layer based on ISO 15926-11. How should tenderers plan and price CDE integration given that the CDE platform is not yet selected? Should the tender response assume a specific integration architecture, or should integration costs be excluded from Phase 1 and addressed via the call-off mechanism (Annex 7, Section D)?

A further architecture and integration requirements between DMS and CDE is under development. For pricing this integration, see our answer in question 75.

Please address the costs for this integration to be excluded from Phase 1 and address these costs via the call-off mechanism from Annex 7, Section D.



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# Question 50

Annex 7 Section A,  §2.1.8
Annex 7 Section A prescribes a per-user licensing model with four defined user types (general, 3rd party, read-only, admin/key-user/document control). However, DMS platforms in the market commonly offer alternative licensing models, such as per-document/per-record, per-storage-volume, concurrent-user, or hybrid models, that may better reflect actual system usage and cost efficiency over a long-term nuclear programme lifecycle. Is NEO NL open to receiving tender responses based on an alternative licensing model (or a combination of models) other than strictly per named user, provided the tenderer demonstrates full cost transparency and comparability? If so, should such an alternative model be presented alongside the per-user pricing in Annex 7 Section A, or may it replace the per-user model entirely?

It’s important for this tender that NEO NL can compare the different tenders in a transparent way, for which the basis is named user licensing. If other cost drivers are applicable don not add them to your pricing (this results in the invalidity of your tender).

Vendors who wish for us to consider another licensing model are invited to inform us of the form and relevant details, after which NEO NL will consider potentially broadening the permitted licensing models.



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# Question 51

Could NEO NL clarify how the requirement for digital sovereignty (e.g. SEAL-3 / SEAL-4) will be assessed in relation to solutions that are fully hosted and operated within the EU, but that may have dependencies on non-EU parent companies or technology components?

EU hosting and EU based operations are important, but are not sufficient on their own to demonstrate digital sovereignty.
NEO NL will assess the full chain, including and not only limited to, ownership, control, support locations, subcontractors, access to data/metadata/logs, key management and the technology components used, etc. (according to the ISO27036 suppy chain standard)

A solution with a non EU parent company or non EU technology components may only be acceptable if the tenderer can demonstrate that this does not create extra acceptable risks regarding access, control, continuity or legal dependency. For SEAL 3, the tenderer must demonstrate sufficient EU control and manageable non EU dependencies. For SEAL 4, a higher level is expected, where critical technology, operations and control are fully under EU control.



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# Question 54 (and 78)

The Counterparty proposes that the precise scope and effect of Articles 42-47 be further determined in the final agreement. The Client requests the delivery of standard software. This concerns third-party standard software, including all intellectual property rights and applicable license conditions governing the operation of the standard software. Consequently, the license rights to be granted may be limited by contractual restrictions imposed by the Counterparty's licensors or any other Counterparty and supersede the contractual terms and conditions of the Contracting Authority. It is therefore impossible to impose the conditions as set out herein on the Counterparty, which is not itself the Counterparty to this standard software. Is the Contracting Authority willing to take the license terms of these third parties as a starting point and enter into an 'end-user' license agreement for standard software with the Counterparty?

Not approved. The Contracting Authority wishes to enter into an agreement exclusively with the Contractor for the entire scope of the services. If the Contractor uses the services of a third party in performing the services, the license terms of that third party may form part of the Contractor's Tender, provided that the conditions of Article 9.3 of the agreement are met. In that case, those license terms will therefore become part of the agreement between the Contracting Authority and the Contractor. The Contracting Authority will therefore not enter into a license agreement with a partner of the Contractor. Please also refer to the answer to question 78.



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# Question 64

§7.20, §4.3.2
§7.20 permits both consortium and principal-subcontractor structures. If a systems integrator partners with a DMS product vendor:
(a) Does NEO NL have a preference for which party acts as principal/lead?
(b) For the reference assignments required under §4.3.2, may Core Competency 1 (DMS implementation) be demonstrated by the systems integrator and Core Competency 3 (DMS-CDE integration) by the product vendor, provided both are part of the same tender submission?

a) We have no preference in this regard. However, we do require a single contracting party. Where this means, for example, that the vendor must act as the main contractor or form part of a consortium, that would be a logical outcome. Please also refer to our answers to 54 and 78.
b) This is permitted, provided that both parties participate in the tender, either in a main contractor/subcontractor structure or as a consortium.


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# Question 66

§1.2 describes NEO NL as a "greenfield" with no existing IT landscape. Can NEO NL confirm there is no existing document corpus from the preparatory phase (since February 2026) that requires migration into the new DMS? If documents do exist, what is the estimated volume, format, and current storage location?

There is a documentation set in existence at this point, consisting of approximately 20K documents. The vast majority thereof is however, non-formalized documentation (sketches, drafts, internal working documents) that have not, and will not be formalized. Dependent on the selected scope of the DMS (document cradle to grave, or only formalization/ (internal) publishing of documentation requiring formalization / (internal) publishing, the scope of the documents to be migrated would differ. Formats are (>99%) Word, Excel, PPT, PDF and current storage is Sharepoint. A limited set of documentation is also stored in Aryo Secure document exchange software.



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# Question 68

Annex 2 — Quality; Preferences, §5.2
§5.2 states that quality preferences are scored binary (yes/no). If a tenderer can deliver a quality preference through configuration or customization during implementation (rather than natively out-of-the-box), should the response be "yes" or "no"? Is there any distinction between native capability and configurable capability in the scoring?

This is permitted and may be answered with “Yes”, provided that it is guaranteed that the relevant functionality will be delivered in the applicable phase and that the costs of configuration are included in the implementation and support and maintenance costs. There is no distinction between native capability and configurable capability in the scoring.



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# Question 71

Annex 7 Section A, §2.1.8
Annex 7 Section A prices software on a SaaS basis for all years (2027–2037). However, §2.1.8 states the solution will migrate to on-premise around 2027. After migration, does the software pricing in Section A cover on-premise licensing (perpetual or subscription), or should the tenderer assume a different licensing model post-migration? Should the per-year pricing in Section A reflect the transition from SaaS to on-premise costs?

In section A only the license fee (including maintenance and support fee for the software) is required.



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