

Annex A

Vision & Objectives

Self-registration and fast-track admission



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1. INTRODUCTION AND BACKGROUND

Holland Casino (HC) has identified the following strategic pillars:

- 1) Developing personal relationships with valuable guests
- 2) Offering an online and offline portfolio befitting of a market leader
- 3) Leveraging the strength of local entrepreneurship
- 4) Achieving an efficient business structure

In this context, Holland Casino is faced with the challenge of preparing the organisation for the privatisation and legalisation of the online market. These developments, together with the strategy HC has chosen to adopt, will also have an impact on HC's requirements with regard to the registration and admission process within HC.

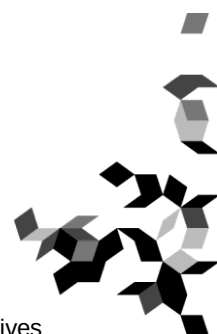
Expectations are that in the near future, HC will be granted a licence for offering a regulated form of online gambling. HC intends to introduce a single guest account, to be used for both the land-based casinos and the online environment. Operating a single type of guest account enables HC to project a uniform image, thus enhancing the level of hospitality while reducing internal costs. In addition, HC gains a more detailed insight into the needs and behaviour of its guests.

There are plans for the renovation of the lobby areas of several HC locations and the construction of new casinos. HC intends to incorporate facilities for self-registration and fast-track admission in the new casinos as well as in the existing ones.

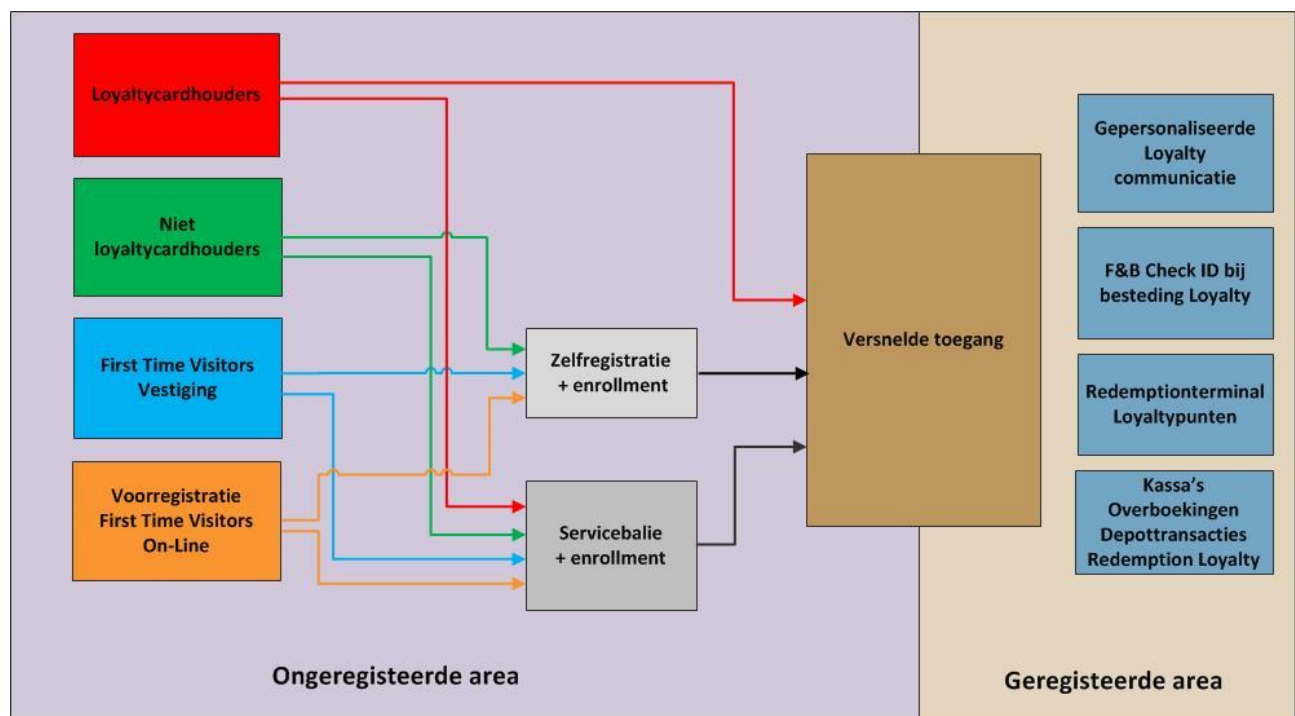
2. VISION REGARDING SELF-REGISTRATION AND FAST-TRACK ADMISSION FACILITIES

A fast, accessible and guest-friendly registration and admission system is of vital importance. In view of the fact that the monopoly position enjoyed by HC is set to disappear during the next few years, its success in the sector will increasingly come to depend on the way in which HC succeeds in attracting guests and retaining them. In order to achieve that, all of the services that HC provides, whether in its land-based casinos or online, must put guests' needs first. HC is currently undertaking a variety of initiatives in order to facilitate this, in conjunction with an integrated information system set up with that in mind. The expectation is that a system of self-registration and fast-track admission (using biometric recognition) will form an efficient means of enhancing the service provided to the guest. At the same time, it would come to form an additional component of HC's information provision that would interface effectively with existing facilities. This guest information will enable HC to keep improving its service.

The overall idea is that in the future, the admission process will be as convenient as possible, both in the land-based and in the online casinos. HC aims to provide guests with an optimal gaming experience – anytime and anywhere. With every year that passes, the boundary between the real and the virtual world is becoming increasingly blurred. According to calculations, a large proportion of the guests will soon be active users of both the land-based casinos and the online casinos (for instance, through their mobile devices). It must therefore be possible to register as a guest at any time and from any location. Registered guests will benefit of an even more convenient (and faster) admission procedure. As far as the future of our land-based casino is concerned, our vision is that the line between “outside” and “inside” will only be an imaginary one. Innovative facilities will help us to allow guests to pass that line, in such a way that all of the registration processes will take place in the correct manner and in accordance with the law, in order for the inconvenience to be kept to a minimum. On leaving the casino, a guest's departure will be processed, preferably without the guest having to take any action themselves. In the case of the online casino, a simple process to gain admission is of great importance, which is why we aim to utilise the technological facilities in order to make the process as convenient as possible for our guests.



**Diagram showing future
guest flows and guest touchpoints**



The diagram above provides a schematic rendering of a possible routing for the four ‘types’ of guest flows within the lobby area, via the fast-track admission solution to the future guest touchpoints within the registered area. All guests will either register online or at a self-registration point. Once they have completed their registration, existing loyalty guests, for instance, will be allowed to proceed directly to the fast-track admission facility. Other guests will need to complete their registration at the self-registration points. If any problems occur (for instance, if a guest has forgotten his/her ID or does not wish to register using a combination of self-registration and enrolment), the guest may proceed to a staffed service desk. After that, the guest may proceed to the fast-track admission facility. The guest touchpoints in the registered area are future applications and do not form part of this project.

Customer journey

“My wife’s birthday is next week and something she has wanted to do for a great many years is spending the evening at a casino. The first thing I did was google “Holland Casino” and visit the website. Straight away, the website showed me the locations of the casinos. I selected Amsterdam and the website showed me the opening hours and any other information I needed. What struck me was that I could register there and then and that if I did so, I would be given a voucher for free admission. So that’s what I did. I entered all of the details requested. There were quite a lot, but that is only fair in view of what I would be getting in return. The website clearly stated that I would need to bring some proof of identity (such as a passport or driving licence). At the end of the pre-registration process, I had to print a voucher that I would be asked to show at the casino. My curiosity had been aroused!

On the day of our visit, my wife and I went to Holland Casino Amsterdam in the evening. We walked into the lobby, where Holland Casino staff were already on hand. I also noticed the registration points with people standing in front of them.



We first had our coats stored in the cloakroom. A member of staff then approached us and welcomed us, asking whether she could be of assistance and showing us where to go. With our vouchers and passports in hand, we proceeded to the registration point. The instructions on how to complete my registration were very clear. Once I had scanned my voucher, the information I had earlier provided at home immediately appeared on the screen. I was then notified of the required biometric data. I was given an opportunity to read through the most important Terms and Conditions and was asked if I agreed to them. The system updated itself automatically after every completed step. The entire process was very swift and amazingly user-friendly! My wife agreed and said she knew exactly what to do after having read the on-screen instructions. We were then wished a pleasant stay. Without having to be told by a member of staff, we knew exactly where to go in order to enter the casino. We went over to an admission system and scanned the printed voucher we received after self-registration. The biometric data provided earlier were checked, a gate opened and I walked in and was wished a pleasant evening. My wife followed and was checked in the exact same way. The striking thing is that we didn't feel that we were being "managed". We felt that we were part of a natural flow that you are simply required to pass through.

We had entered the casino. A rather strange feeling, though, as the admission procedure didn't feel all that strict. As it was a Saturday evening, we expected people to be lining up at the registration desks – but there were no queues at all! Our photo was taken, we were recognised and the wonderfully designed admission system let us in. And the best thing is that now that we have completed the registration process, we can benefit from that very same system for future visits. If you provide your credit card details as well, you can even pay through the system. All you have to do to benefit from the loyalty programme and receive personalised offers, is register at one of the registration points. All this is linked to your biometric data, which means you don't have to do a single thing! The clear information on the Holland Casino website was very useful. I am aware of the possibilities and of the things I have agreed to. I am fully confident that Holland Casino will handle my personal details appropriately. I didn't mind providing my personal details at all.'

3. SHORT-TERM VISION FOR THE SELF-REGISTRATION AND FAST-TRACK ADMISSION FACILITIES AT THE CASINOS.

In the short term, HC wishes to implement a Solution that concentrates on the self-registration process and fast-track admission. This Solution should form a major step forwards, towards HC's future vision. The vision for the process and the customer journey indicate a possible direction that will lead to the Solution. This is simply one example that serves as a means of providing guidance with regard to our expectations. We will be happy for experts of this type of technology to advise us about the most effective Solution. During the term of the Agreement, the supplier will be expected at all times to adopt a pro-active approach when it comes to developing additional steps towards the achievement of the future vision outlined in this document. The solution adopted in the short term will need to be suitable for upscaling and expansion, in such a way that this will not lead to the premature depreciation of HC's investments.

Pre-registration

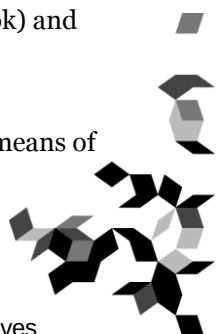
Facilities that will enable guests to complete pre-registration are being realised within a separate innovation project which is being carried out at the moment. The Solution in question, the subject of this call for tenders, is expected to interact seamlessly with the pre-registration facilities.

Self-registration

First-time Visitors (FTVs) and guests without a loyalty card must be able to register themselves. Before visiting HC for the first time, many guests visit the HC website in order to find their way. If a guest has already completed the pre-registration process online, all that remains is for his/her ID document or eID document to be recorded and for additional information to be provided once he/she arrives at the casino. At the same time, the Solution must fulfil the requirements imposed upon HC by virtue of legislation, such as the Anti-Money Laundering and Anti-Terrorist Financing Act (Wwft), the Games of Chance Act (Wok) and the Personal Data Protection Act (Wbp).

Admission control system

By using an efficient admission control system that enables the guest to identify himself/herself by means of a Favorites Card or Day Card in combination with a system of biometric recognition, HC is able to



authenticate and register guests without necessarily being obliged to deploy staff at all times for that specific purpose. At the same time, the Solution must fulfil the requirements imposed upon HC by virtue of legislation, such as the Anti-Money Laundering and Anti-Terrorist Financing Act (Wwft), the Games of Chance Act (Wok) and the Personal Data Protection Act (Wbp).

4. DEVELOPMENT OF INFORMATION PROVISION

The information architecture of HC is continually developing. At the present time, the information landscape consists of a combination of a large number of standard applications, such as CasinoLink, BRS+, EZPay, Epiphany, Intus Planning and SAP, supplemented by a number of custom-built applications. As described in the portrayal of the ACTUAL situation, this landscape has been created during a period spanning many years and is made up of technologies from several generations. Many of those applications are interconnected using interfaces developed in-house, as a means of exchanging data between them. Custom-built functionalities have also been developed to bring standard applications more closely in line with the processes for which they are used.

This, in itself, gives rise to a number of bottlenecks, as a result of which even minor changes have a major impact and give rise to long processing times. The current situation is a complex one and is highly susceptible to errors. HC is currently in the process of reforming that landscape, in order for the bottlenecks to be resolved and changes and new applications to be implemented more quickly.

HC is working on introducing a new architecture:

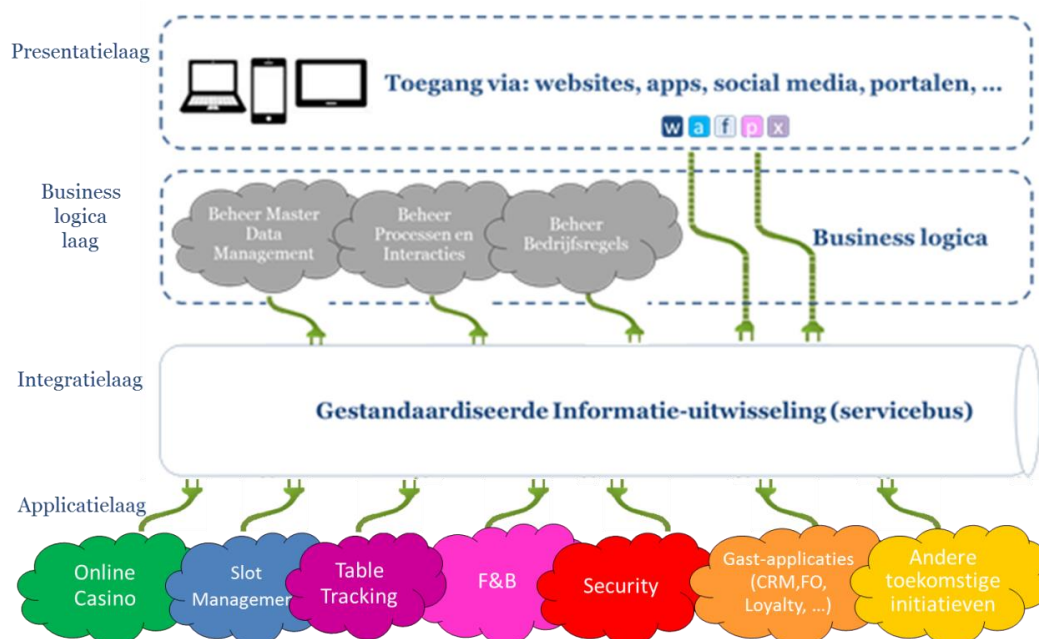
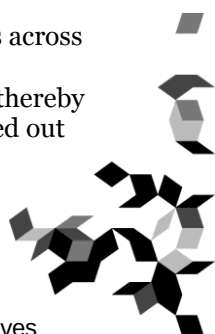


Diagram above: a schematic rendering of what the architecture will look like

The architecture will consist of the following components:

- **Presentation layer:** This will enable users to gain authorised access to the application and data from any location, at any time and through any device.
- **Master Data Management:** This will ensure the unambiguous application of data definitions across all applications, so that the data may be used as a basis for all services.
- **Process and Interaction Management:** This will model processes in an unambiguous way, thereby generating new functionalities. It will also enable process changes and optimisations to be carried out more quickly.



- **Management of Operating Rules:** This will establish the most frequently used operating rules and will form the central point that will ensure that agreements are carried out within all applications. It will also provide a facility for local settings to be applied.
- **Information sharing layer:** This will make use of a standard method to connect the layers and the applications contained within, so that new (online) channels and applications can be added or replaced quickly and satisfactorily.
- **Application layer:** This layer provides the specific functionality of the various applications. Applications will “talk” to one another in a uniform way via the service bus.

Seamless integration must be possible between the Solution for self-registration and fast-track admission and the architectural components that are available at present and those that will be provided in the future and comply with the target architecture in Annex E and the software quality criteria in the case of BVP (Best Value Procurement). The aims and objectives in that regard will be defined at a later point within this document.

5. OBJECTIVES

With this procurement procedure, HC wishes to conclude a contract with a performance-oriented contractual partner that is capable of achieving the objectives expounded below.

The main objectives are:

- 1) Offering swift, low-threshold admission to the casino. As far as guests are concerned, this process must take place in a manner that is distinctive and demonstrably friendly, that involves only minimal deployment of personnel and that makes use of a system of computerised guest identification.
- 2) Increasing the reliability of the admission control system, incorporating HC's zero tolerance approach, in order to comply with the relevant legislation (the Anti-Money Laundering and Anti-Terrorist Financing Act [Wwft]).
- 3) Enhancing the service we provide to our guests, thereby significantly increasing the level of guest satisfaction. In this regard, it is important that any sensitive information of a private nature provided by the guests, such as biometric details, will be stored securely, enabling them to experience significant benefits.
- 4) Providing a facility enabling First-time Visitors to register themselves in a very user-friendly manner.
- 5) Bringing about a noticeable reduction in waiting times and queuing for guests.
- 6) Anticipating peaks and troughs in demand more effectively.
- 7) Reducing the number of staff that need to be deployed/personnel costs.
- 8) Ensuring that this process is in line with the HC strategy. Enabling HC to focus on its regular guests during the next few years.
- 9) The Solution must be compatible with the application architecture.

This partner:

- Realises all of the project objectives and is capable of translating these into leading, verifiable and convincing KPIs that can be measured on a continual basis.
- Is a market leader in the relevant area of expertise.
- Has an existing, tried-and-tested, convincing and feasible vision with regard to the application of biometrics in the context of automated and unstaffed admission processes.
- Offers a Solution that corresponds to all of the requirements set out in this vision document. The Solution must be upscalable through the addition of new functionalities that are in keeping with the vision for the future.
- Enables the seamless integration of processes, systems and personnel in the ambitions that exist with regard to HC's project of introducing a system of self-registration and fast-track admission; the partner will also pay particular attention to offering a specialist Solution that is fit for purpose.
- Is open, honest and transparent with regard to the current state of their technological solutions (and components) and can provide, at any given time, a sketch of the roadmap relating to their products and services and is prepared to coordinate this with HC's needs wherever necessary.



- Is capable of effective collaboration with the relevant departments, personnel and suppliers of Holland Casino; adopts a cooperative approach and will follow up outstanding items, propose solutions and assist in the development of solutions.

6. OBJECTIVES FOR EACH ASPECT OF THE SOLUTION

This section will name HC's requirements with regard to all aspects of the Solution.

Objectives with regard to self-registration:

Overall: This aspect relates to the supply, implementation, instruction/training, management and maintenance and the continuous, gradual innovation of a Solution for self-registration that is compliant with the legislation and regulations that HC is required to abide by and which has been put in place in order to provide guests with a positive welcome experience.

In doing so, HC wishes to achieve the following objectives:

- Giving guests the opportunity to self-register in order to gain admission to the casino more swiftly.
- Giving guests the opportunity to register for the loyalty programme, linked to the issuing of a loyalty card (in mid-2016, this will also be introduced for guests visiting the casino less frequently [1-3]).
- Providing a system which enables automatic linking of the guest to information provided during (pre-)registration. This system must be as accurate and error-free as possible in order to prevent a guest from having to re-register and/or provide the same details again.
- Ensuring that relevant guest-related information can be recorded as comprehensively as possible (the required details are to be determined by HC and will be adjustable to provide flexibility).
- Enabling all identity documents accepted by HC (whether electronic or not) to be read and authenticated as accurately as possible.
- Verifying the visual security characteristics of identity documents as accurately as possible.
- Verifying that the identity of the person presenting an identity document corresponds to the details contained in that document.
- Recording biometric details, such as a digital portrait photo that fully and demonstrably complies with all ICAO standards and enables the highest possible degree of reliability to be achieved.
- Being able to print entry tickets incorporating future-proof, coded and unique identification features (such as QR codes, bar codes and/or future solutions such as NFC), and loyalty cards containing future-proof, coded and unique identification features (magnetic strip, chip, NFC).
- Being able to read the identification features specified above.
- Being able to communicate with the guest in several languages; the languages offered will be subject to adjustments in line with changing requirements.
- Ensuring that the design and colour of the hardware and software can be adapted to that of HC.
- Providing an option listing the payment methods accepted at HC.
- HC wishes to offer its guests a smooth and seamless process, in which each step must be clear, intuitive and secure. For this to be realised, the instructions and information provided to the guests must be very clear. The guest should, for instance, understand how the Solution is to be used; that it can only be used by one person at a time; how and where he/she must be positioned before the Solution; and that an alternative Solution may be available for guests with reduced mobility.
- The Solution must be seen to be available as much as possible, especially during the opening hours of HC. Peak loads are expected to occur during the evening and on weekends. Preventative maintenance can only take place outside of normal opening hours. In the event that HC decides to remain open 24/7, maintenance may only be carried out during off-peak hours. The maintenance plan for the Solution must incorporate this degree of flexibility and involve a process that is as simple as possible. Where necessary, the HC Staff must be able to carry out simple maintenance tasks themselves, on site. Part of the solution is a service plan to be drawn up during the specification phase.
- HC requires the Solution to be built in such a way that fraud and abuse are impossible. The underlying technology and information systems must never and in no manner whatsoever be accessible by guests or other unauthorised persons.
- The Solution must lend itself to quick rebooting, if deemed necessary.



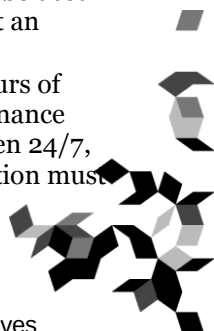
- The energy consumption of the Solution must be as low as possible.
- The management, maintenance and repair burden and the associated Total Cost of Ownership must be as low as possible, for example as a result of a demonstrably problem-free, long technical service-life of the Solution. In the event that repairs are required, the technical configuration of the Solution must enable each individual component to be replaced, in such a way that members of the HC staff can, if necessary, move them from one set-up to another, with as little instruction as possible.
- The operational effectiveness of the Solution at each location must be suitable for monitoring by means of an application that can be used “at any time, in any place and on any device” and which enables live monitoring and logging.
- The solution must be as hardware-independent as possible, in order to prevent vendor lock-ins. This objective encompasses all devices that form part of the Solution or are connected to it.
- Malfunction and other types of substandard operation must be automatically reported to the on-call service provider and must trigger a request for immediate action.
- The processes to be set up must incorporate safeguards in order to ensure that the management measures are adjusted in real time in response to internal and external developments.
- The Solution must operate with as little human intervention as possible and with the smallest number of essential interventions, in order for HC to rely on being able to deploy a small number of staff in the reception area of the casino.
- The Solution must be as flexible as possible so that it can be scaled up or down (by adding additional capacity to or removing the Solution, with minimal impact in terms of installation - Plug & Play principle).
- The Solution must be as intuitive, clear and user-friendly as possible.
- HC wishes to receive solicited and unsolicited advice regarding the possible optimisation of the Solution to enhance its user-friendliness and align it with the needs of the organisation. This will take the form of recommended improvements to the organisation, new functionalities and quality improvement opportunities or cost saving measures.

Objectives with regard to fast-track admission:

Overall: This aspect relates to the supply, implementation, instruction/training, management and maintenance and the continuous, gradual innovation of a Solution for fast-track admission, which will enable HC to offer its guests a positive welcome experience.

In doing so, HC wishes to achieve the following objectives:

- Enabling all entry tickets accepted by HC (whether electronic or not) and all loyalty cards to be read and authenticated as accurately as possible.
- Enabling the person presenting the documents or card to be matched against stored biometric data, thereby demonstrably achieving the highest possible level of reliability.
- Offering a user-friendly, intuitive and clear route to guests whose documents or cards do match (false rejects) or in cases where a match cannot be achieved (as a result of the guest not being prepared to provide biometric data).
- Realising a method for communicating individual messages to guests. For instance, the guest will be notified when he/she is entitled to a loyalty upgrade.
- Being able to communicate with the guest in several languages; the languages offered will be subject to adjustments in line with changing requirements.
- Ensuring that the design and colour of the hardware can be adapted to that of HC.
- HC wishes to offer its guests a smooth and seamless process, in which each step must be clear, intuitive and secure. For this to be realised, the instructions and information provided to the guests must be very clear. The guest should, for instance, understand how the Solution is to be used; that it can only be used by one person at a time; how and where he/she must be positioned before the Solution; and that an alternative Solution may be available for guests with reduced mobility.
- The Solution must be seen to be available as much as possible, especially during the opening hours of HC. Peak loads are expected to occur during the evening and on weekends. Preventative maintenance can only take place outside of normal opening hours. In the event that HC decides to remain open 24/7, maintenance may only be carried out during off-peak hours. The maintenance plan for the Solution must



incorporate this degree of flexibility and involve a process that is as simple as possible. Where necessary, the HC Staff must be able to carry out simple maintenance tasks themselves, on site. Part of the Solution is a service plan to be drawn up during the pre-award phase.

- HC requires the Solution to be built in such a way that fraud and abuse are impossible. The underlying technology and information systems must never and in no manner whatsoever be accessible by guests or other unauthorised persons.
- The Solution must lend itself to quick rebooting, if deemed necessary.
- The energy consumption of the Solution must be as low as possible.
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- Malfunction and other types of substandard operation must be automatically reported to the on-call service provider and must trigger a request for immediate action.
- The processes to be set up must incorporate safeguards in order to ensure that the management measures are adjusted in real time in response to internal and external developments.
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- The Solution must be as flexible as possible so that it can be scaled up or down (by adding additional capacity to or removing the Solution, with minimal impact in terms of installation - Plug & Play principle).
- The Solution must be as intuitive, clear and user-friendly as possible.
- HC wishes to receive solicited and unsolicited advice regarding the possible optimisation of the Solution to enhance its user-friendliness and align it with the needs of the organisation. This will take the form of recommended improvements to the organisation, new functionalities and quality improvement opportunities or cost saving measures.

7. OBJECTIVES FROM A MARKETING PERSPECTIVE

As stated in the introduction, the focus at HC during the coming years will be to strengthen its relationship with regular guests. The Solution must help HC to provide the desired guest experience. An important objective that applies to the Solution and to the collaboration with the company supplying the Solution is that it should add information (and therefore value) in relation to these underlying principles. In all cases, this will mean that the Solution must contribute to the recognition and acknowledgment of the guest based on his/her past visits, loyalty status, preferences etc. Where possible, the Solution must also assist HC in developing a 360-degree picture of the guest.

The Solution and the supplier of the Solution will be required to fulfil the requirements of the Personal Data Protection Act (Wbp). For that reason, Holland Casino finds it preferable that the data should remain inside the EEA (which consists of the EU Member States, plus Norway, Liechtenstein and Iceland). In the event that the supplier of the Solution wishes to transmit the data to a country outside the EEA or to store it there, this shall only be permitted if a suitable level of protection is provided. For further information, please refer to: <https://autoriteitpersoonsgegevens.nl/nl/onderwerpen/internationaal-gegevensverkeer/doorgifte-binnen-en-buiten-de-eu>.



8. ICT OBJECTIVES

With regard to the ICT-related aspects of the Solution, HC wishes to meet the following requirements:

- With each new Solution that is added to its application landscape, HC wishes to make as significant a step as possible in the direction of its ultimate objective of achieving a Future-proof Architecture.
- The Solution is therefore expected to interact seamlessly with the existing as well as with the future architecture of HC. This means that all architectural principles must be respected. For more information, please refer to Annex B - ACTUAL situation.
- The Solution must make use of the standards stated in our architectural principles in order to interact with the existing applications at Holland Casino. The impact of the Solution on these applications must be kept to a minimum. (Examples of undesirable impact: custom-made, adjustments to data models, databases or the introduction of stored procedures, changes to the topology of the Solution and/or impact on performance.)
- As far as the Code for Information Security (Screening) is concerned, a specific management measure requires that the Contractor must be capable of providing a Certificate of Conduct (VOG) in relation to all of their employees and all employees who will have access to the data of HC. If any of these employees are from other countries, the Contractor must be able to provide evidence of screening to at least the same depth as the VOG.

9. OBJECTIVES REGARDING IMPLEMENTATION

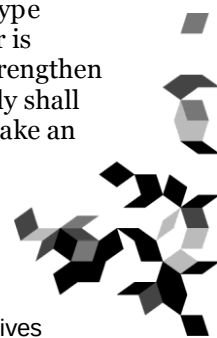
The implementation must be hassle-free and should cause the least possible interference with everyday operations. The implementation of the Solution must seamlessly fit the execution of plans for the construction of new sites and for improvements to and renovations of existing facilities. In addition, HC intends to keep the number of resources that the Contractor requires from HC to a minimum. The need for such resources must be stated as early as possible, itemising the items required. In addition, employees must receive clear instructions. The implementation must take place in phases and each phase must be evaluated in order for the subsequent step to be carried out in a more effective way than the preceding one. Components of the overall Solution must lend themselves to separate implementation, in accordance with the pilot results, if these may add value when it comes to accelerating the current registration and admission control process.

10. OBJECTIVES REGARDING POST-DELIVERY SAFEGUARDING

For HC, an important objective relates to the safeguarding of the continuity of functionality, agreed levels of performance, such as processing speeds, and agreements relating to levels of service provision after the Contractor has signed for the part of the Solution that has been realised in the form of a pilot project, and for the entire project once the implementation is completed. HC wishes to achieve the objective by ensuring that the management, maintenance and repairs are carried out in a demonstrable and satisfactory way, but with as little possible impact on the organisation's operations. Management, maintenance and repair should preferably consist of the minimum that is necessary in order to ensure that the Solution is as robust and future-proof as possible. Management, maintenance and repair must, in all cases, be carried out in a manner that complies with the KPIs agreed on during the specification phase and expounded in the SLA. In the event that upon delivery, the agreed KPIs are found not to correspond to the everyday perception of the users, the Client and Contractor shall enter into discussions with one another in order to align the KPIs with the user and guest experience. As an expert in this field, the Contractor will be expected to devise a solution that meets the satisfaction of users and guests alike. HC wishes to have access to up-to-date project, process and system documentation, user manuals and training documentation at all times, both on a solicited and unsolicited basis.

11. OBJECTIVES REGARDING CONTINUOUS INNOVATION

The Solution or Solution environment should continue to be one of the most innovative ones of its type within the sector, as HC wishes to be a market leader within the Dutch casino industry. The supplier is therefore expected to make a proactive contribution to the potential of the Solution to help HC to strengthen its position within the market by responding even more effectively to the needs of its guests. Not only shall the supplier make HC aware of new technological developments, but they will also be expected to make an



active contribution to the improvement of processes and to identify demonstrable improvements achieved in other sectors at an early stage as a means of improving the service that HC provides to its guests.

12. EXIT OBJECTIVES

An objective that is of great importance to HC, is the continuity of products and services, even in the event that the Contract comes to an end, either planned or unplanned. The Solution is expected to include all activities necessary for the termination of the Contract at the end of the contractual term; the termination of the Contract due to a failure of the pilot project or; the premature termination of the Contract, for whatever reason. The term Exit refers to the following activities at least:

- Activities that are necessary after the completion of the pilot project (whether or not successful) for transferring the assets and documenting the lessons learned.
- Preparations for the transfer of the Products and Services back to HC or to a third-party service provider.
- Maximum cooperation in the transfer itself.

13. FRAMEWORKS AND PRECONDITIONS

The frameworks and preconditions expounded below shall be applicable

Available budget

A budget of **€3,200,000** will be available for the service provision as a whole for the contractual term of five (5) years. That amount shall also constitute the ceiling amount for the tendering process. This budget must cover the full service provision, as defined in this document. When drawing up the cost estimate, the following cost structure was assumed:

Acquisition of hardware, software and implementation	€1,625,000
Of which €75,000 is reserved for the pilot project	
Maintenance of the system for five (5) years (€315,000 per year)	<u>€1,575,000</u>
Total amount	€3,200,000

The amounts stated above shall be deemed to constitute the ceiling prices for the relevant parts of the service to be provided.

Pilot project

In the first part of the contract, the Contractor and the supplier of the Solution shall set up a pilot project, to be implemented at one particular location of HC. The purpose of this pilot project is three-fold:

- Determining whether, in the opinion of HC, the Solution makes a sufficient contribution to the achievement of the objectives.
- Establishing whether, in the opinion of HC, the Solution is feasible within HC's day-to-day operations.
- Establishing whether the Solution can rely on sufficient support from the guests of HC.

Implementation and maintenance

After the successful completion of the pilot project, HC may decide to award the Contract for the implementation and maintenance of the Solution at the other HC locations. The pace and scope of the implementation will be indicated by HC at that time.

