

Appendix to Procurement Document

Statement of Requirements for Loan and Guarantee Management System

Eksfin at a glance

Description of Eksfin's system landscape

Functional requirements

Technological and architectural expectations

Export Finance Norway

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1. Introduction and background

1.1. Eksfin's mission

Export Finance Norway (Eksfin) is a government entity under the Norwegian Ministry of Trade, Industry and Fisheries. As an export credit agency, Eksfin's mandate is to promote Norwegian exports by providing state-backed loans and guarantees to export companies, their customers, and suppliers. Eksfin's headquarters are located in Oslo, with regional offices in Stavanger, Bergen, and Ålesund. Eksfin employs approximately 130 people.

Eksfin promotes Norwegian exports by offering financing solutions and risk mitigation instruments in the form of loans and guarantees to its clients. Eksfin's products are designed to complement commercial financing and are offered in close cooperation with banks and other financial institutions.

Eksfin operates within the framework of international agreements, including the OECD Arrangement on Officially Supported Export Credits and relevant EU/EEA directives, and places strong emphasis on sustainability, responsible business practices, and compliance with regulatory requirements.

Eksfin's guarantee limits amount to NOK 195 bn (approx. EUR 17 bn) and the loan portfolio is NOK 44 bn (approx. EUR 3.8 bn).

For a more detailed overview of Eksfin's solutions and products, please click [Eksfin's solutions](#).

1.2. Eksfin's business model

Eksfin may provide loans directly to customers, either bearing credit risk in full or sharing credit risk with one or more banks through co-lending structures or bank guarantees. Conversely, commercial banks may provide loans to customers with Eksfin issuing guarantees that cover defined portions of the credit risk. Financing arrangements may involve multiple banks or bank syndicates, requiring transparent allocation of loan amounts, guarantee coverage, and credit risk among the participating parties. Eksfin also offers risk alleviation for Norwegian exports by issuing contract-related guarantees towards banks and companies.

Unlike a traditional commercial bank, Eksfin does not operate with a deposit-taking or liability ("passiva") side of the balance sheet. Eksfin receives its funding directly from The Central Bank of Norway (Norges Bank) and manages only assets related to lending and guarantees. Consequently, system support is required exclusively for the asset-related part of the business, without the need for functionality typically associated with bank liabilities, deposits, or treasury products.

Eksfin cooperates and shares risk with banks in nearly all transactions, where banks typically assume one or several of the following roles:

Guarantee recipients	Eksfin issues guarantees to banks covering part of their credit risks.
Guarantee issuers	Eksfin receives guarantees from banks covering part of Eksfin's credit risk as lender to companies.
Co-lenders	Eksfin may participate in loan syndicates as a lender on the same terms as commercial banks.
Agent banks	Banks usually act as Agents for Eksfin in loan and guarantee transactions. Normally, the Agent Bank receives payments (instalments, interest, fees etc) from the companies and forward the relevant share to Eksfin.

As an Export Credit Agency, export-related contracts or projects form the basis for our financing and guarantees. In any given transaction, Eksfin will take credit or contractual risk on a company or a bank. The risk is shared with one or more banks. The company may be a Norwegian exporter, international customers or suppliers to Norwegian exporters.

1.3. About this document

This document describes Eksfin's current understanding of its business needs, processes, transaction structures, system landscape and guiding requirements. It is intended to provide suppliers with a common basis for developing and discussing potential solutions during the Competitive Dialogue.

The document does not constitute the final requirements specification. Certain aspects of the functional scope, solution architecture, system boundaries, delivery model, implementation approach and commercial model remain open and will be clarified and progressively detailed during the dialogue. The procedure, dialogue phases and required supplier submissions are described in the Competition Rules.

2. Current process and system landscape

2.1. Core process overview

Eksfin currently operates within well-established core processes, describing activities and roles throughout the loan and guarantee lifecycle. A high-level overview of the core process is provided below to illustrate how Eksfin operates today and how the processes are supported by existing systems and functionality.

Sales and marketing: The purpose of this process is to create awareness of Eksfin's role and products and to clarify customer needs and potential transaction structures through dialogue with companies and banks. This includes activities related to informing and guiding customers, clarifying the role of commercial banks, and referring to other relevant public support schemes, until an application is received.

Application and credit case handling: This process supports the receipt, assessment, and processing of applications. Activities include collection and analysis of information to assess transaction feasibility, advisory support related to transaction structure, and preparation of a credit decision. The credit decision may result in either a rejection or a credit approval, including financial and legal structuring and pricing of funding and credit risk.

Transaction execution and contract establishment: This process covers activities related to transaction execution, including preparation, negotiation, and signing of loan and/or guarantee agreements and disbursement of loans and/or issuance of guarantees.

Monitoring and follow-up of Loans and Guarantees: The purpose of this step is to ensure structured and efficient monitoring and administration of active loans and guarantees. Activities include maintenance of transaction data, monitoring of covenants and contractual requirements, handling of amendments and changes to terms of loans and guarantees, recording and booking of payments, reporting and ESG monitoring.

Management and Recovery of non-performing transactions: This step addresses situations where customers default on their loans or guarantees, which requires active follow-up by Eksfin to mitigate risk and recover value. In such cases, Eksfin may initiate measures such as restructuring, refinancing, or convert debt to equity in order to restore performance or maximize recovery. During this process, Eksfin may need to make provisions for future losses in our loan and guarantee management system as well as in the accounting system.

2.2. Eksfin's system landscape

Eksfin operates various systems and applications to support the establishment, administration, and monitoring of loan and guarantee transactions, as well as portfolio-level reporting. The figure below visualizes the system and solutions used throughout the process steps described above. Any new loan and guarantee management system must be able to integrate with Eksfin's existing core

systems, including the CRM system, accounting system, document management systems, and collaboration tools such as Microsoft Teams.

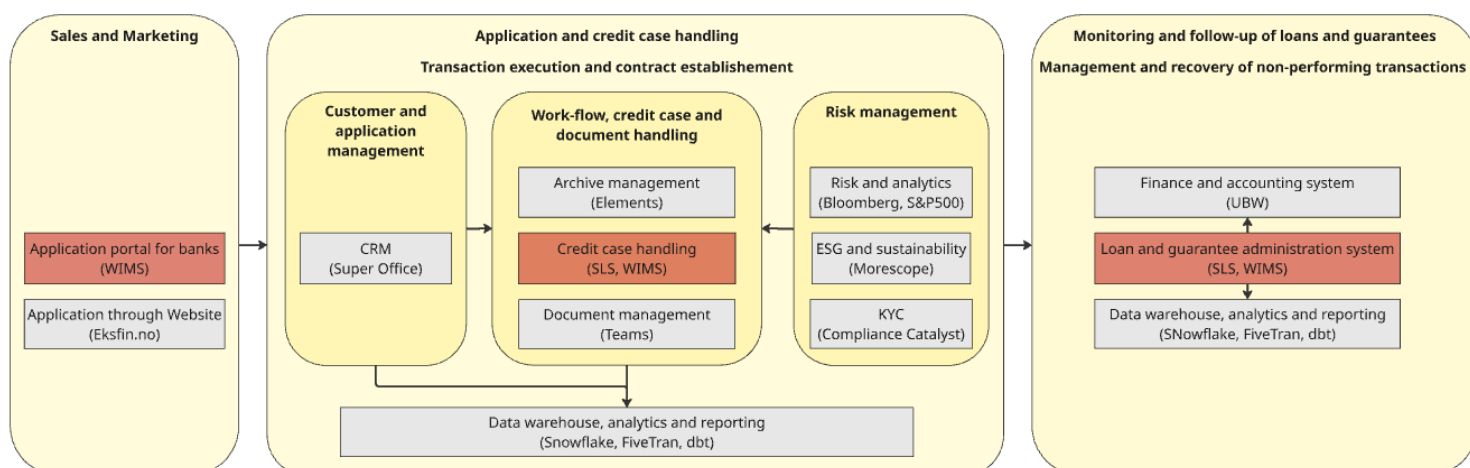


Figure 1: Eksfin's system landscape across core processes. A larger version of the figure is included in the appendix.

Eksfin's current system landscape supports a broad and diverse set of functional areas across the loan and guarantee lifecycle. However, we emphasize that the primary focus of this Competitive Dialogue is a loan and guarantee management system, including the associated portal for communication with banks, credit case handling, transaction execution, as well as the management and monitoring of loan and guarantee transactions (see functional areas marked in red in Figure 1). While support for, among other things, CRM and KYC functionality has been included as part of the core process, these capabilities are considered secondary priorities in the procurement process. Suppliers may describe complementary functionality where relevant, and Eksfin reserves the right to discuss and request further information from suppliers that are able to showcase relevant and promising systems/modules that complement the primary requirements.

2.3. Data model and structural description

This section provides a high-level description of the key concepts, entities, and relationships that form the structural foundation of the loan and guarantee domain. The purpose is to present a simplified and conceptual data model that supports a common understanding of how data could be organized and managed within the loan and guarantee management system. The figure below is intended to visualize main components of the current system.

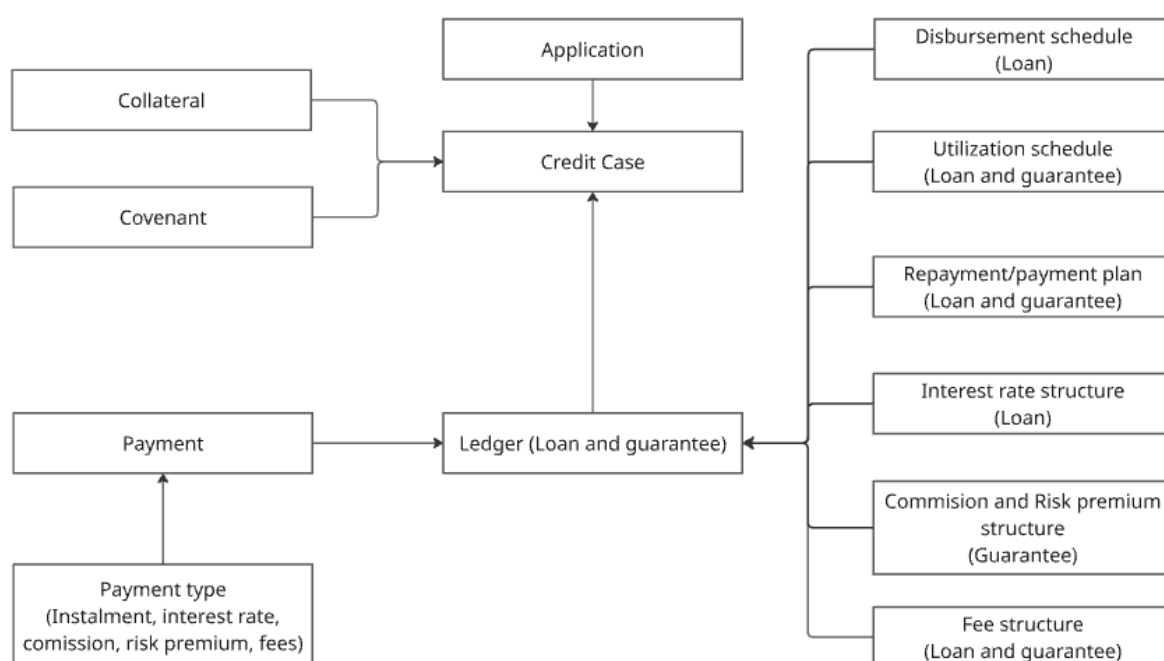


Figure 2: Data model overview

At a top-level, Eksfin manages scheme-specific limits defined for different loan or guarantee programs. These limits define the maximum risk exposure that Eksfin is granted by the Norwegian Parliament in the National Budget and must be continuously monitored as loans or guarantees are approved, amended, utilized, or terminated. In addition to politically approved schemes, Eksfin also applies internal limits of exposure towards specific companies, industries and countries.

Below is a brief description of main elements to be managed in the loan and guarantee management system.

Application: An application represents the initial request from a customer/company/bank for financing. An application contains high-level information, such as a description of the financing need,



company information, the project to be financed and details about the borrower and/or guarantee beneficiary.

Credit case: The credit case represents the approved credit decision and forms the contractual and risk-related framework for one or more underlying loans and/or guarantees. In some credit cases, a credit facility is established to define a total limit that applies to all underlying loans and guarantees. The credit case aggregates key elements such as risk assessments, market information, KYC and environmental information, pricing, covenants, collateral, approved limits, and overall exposure.

Collateral: Collaterals represent securities registered in terms of a credit case. Collaterals can be assets, rights or obligations that Eksfin may claim in the event of a default on a loan or a guarantee issued by Eksfin. Typically, these collaterals exist as guarantees, pledge in properties, land, physical assets (ships, machinery) or financial assets such as pledge in accounts or cash collateral.

Covenants: Covenants are contractual conditions and requirements the debtor and/or guarantor must comply with throughout the life of the loan and/or guarantee. Covenants are used to protect the interests of creditors. The covenants range from financial covenants (equity ratio, leverage ratio, net debt etc.), operational covenants and non-financial covenants (reporting requirements, HSE conditions, ESG covenants etc.).

Ledger (Loan and guarantees): One credit case can include one or multiple loans and guarantees. Registration of a loan includes relevant parameters such as the principal amount, interest type, interest rates, interest method, reference rates, business-day adjustments, **disbursement schedule**, payment frequency, maturity date etc.

Registration of a guarantee includes relevant parameters such as the guaranteed amount, commission/risk premium type, commission/risk premium rate, commission/risk premium payment method, business-day adjustments, issue date(s), payment frequency, maturity date etc. These parameters form the basis for the calculation of the **utilization schedule**, which defines the expected exposure over time, including reductions or release of the guaranteed amount. Utilization schedules are commonly used for guarantees and revolving credit facilities but may also apply to loans with drawdown or revolving features.

The registered loan and guarantee parameters form the basis for the calculation of respective **repayment/payment plans**, which represents the expected incoming payments. For loans, the repayment plan typically consists of amortization (principal repayments), interest payments, and any applicable fees. For guarantees, the payment plan typically consists of commission, risk premium payments, and any applicable fees.

Payment: Various types of payments are registered in terms of the arrangement, disbursement/issuance and follow-up of a loan or guarantee. These payments are usually expected payments, as the result of a calculated repayment plan (**instalment and interest payments**,

commission and risk premium payments, establishment and commitment fees). These payments may vary in amount and frequency, and appear as prepaid, delayed or partial payments throughout the life cycle of a loan or guarantee.

3. Design principles and guiding requirements

Eksfin has identified three principles that will guide our architectural and system design and development. These principles should be paid attention to through the Competitive Dialogue.

The system should serve as a single source of truth: Data shall be captured once and reused across the solution (customer, loan, guarantee, and collateral). The solution shall promote high data quality through an intuitive interface, user guidance, checklists, and built-in validations.

Open and event-driven architecture: The solution shall follow an API-first approach and enable seamless integration with external data sources, public registries, and Eksfin's supporting applications, including financial, CRM, and document management systems. Where appropriate, events and data changes should automatically initiate processes and follow-up activities. The solution should also support automated assessments and decisions based on predefined rules and criteria, while retaining appropriate human oversight, judgment, and accountability.

Active monitoring and control: All decisions, data changes, and documents shall be fully traceable and supported by a comprehensive audit trail. The system should provide automated notifications to improve efficiency and ensure effective control of daily operations and follow-up activities.

4. Functional requirements for Loan and Guarantee management

4.1. Portals and integrations

Eksfin currently handles one-off transactions based on financing applications submitted by banks or companies, typically through dedicated application functionality on Eksfin's website. The system should support the import and storage of such applications as a start of the transaction handling.

A key growth area for Eksfin is the SME market, which is expected to be served increasingly through framework agreements with banks. Under these agreements, banks may register individual transactions within predefined risk parameters and build portfolios where part of the risk is transferred to Eksfin. The system must therefore provide a web-based solution that enables banks to register and monitor their transactions and portfolios through a secure log-in. Eksfin must also be

able to monitor these portfolios by bank and in aggregate, process premium and fee payments from banks, handle indemnification payments to banks, and support portfolio-based accounting and reporting. The products and criteria for evaluations of these is expected to evolve. Communication between Eksfin and the banks should take place through the same web-based solution. In essence it is an online portal where banks can register new cases based on an agreement between Eksfin and the banks, where Eksfin can process such cases, either manually or automatically.

4.2. Transaction execution and setup

This section covers the system's ability to establish and configure the financial structure of loans and guarantees, including the setup of associated disbursement schedules, utilization schedules and repayment plans based on defined parameters. The system must support structured registration of all relevant data to ensure that loans and guarantees are correctly configured. Subsequent calculations shall be performed as described in section 5.2 Calculations.

4.2.1. Credit Case-handling

Work-flow: The processing of applications may take from one week to more than a year. Through the credit case handling and transaction execution/contract establishment steps, several decisions are made and procedural requirements adhered to. Registration of data must be user-friendly. The system should support decision-making through stage-by-stage approach, checklists, requirements for moving from one stage to the other, or other features that support case handling teams and managers during the process steps. For certain products, the system should support configurable business rules that allow automated processing and approvals when predefined limits and thresholds are met, for example for transactions under an existing framework agreement.

Role management: The system must support registration and maintenance of relevant parties and roles within a credit case, such as borrower, co-lenders, guarantors, guarantee recipients, agent banks etc.

Document management: Throughout the credit case handling process, a range of documents are created and exchanged internally and between Eksfin and external counterparties. Today Eksfin uses Microsoft Teams as the primary working platform for document production and collaboration. Further, after a case is completed, relevant documents must be transferred to a NOARK5 approved archiving system. Today we use Elements provided by Sikri. The solution must therefore support integration with these systems. How the document management process shall be implemented will be decided through the evaluation of the Competitive Dialogue and the following implementation phase.

Risk Classification and Scoring: Eksfin needs to classify credit cases and transactions into relevant categories, including credit risk, ESG-related classifications and others. These should be traceable over time.

Scheme and accounting: Loans, guarantees, and credit risk exposures are recorded under different government-defined schemes. A single transaction may span multiple schemes, and the system must support allocation, accounting, and reporting of amounts per scheme accordingly.

4.2.2. Loan structure

A loan is established with core parameters such as principal amount, disbursement dates, repayment structure and maturity date. Eksfin's loans normally have maturities between 2 and 25 years with disbursement periods of up to several years and multiple tranches where interest and fee parameters such as reference rate and day count conventions may vary between them.

4.2.3. Guarantee structure

A guarantee is established with core parameters such as guarantee amount and validity period. Guarantees are issued separately or under frame agreements. The system must be able to handle both models. In addition, the system must support registration and set up of related commission and risk premium charging plans based on relevant parameters such as commission or premium basis, applicable rates, payment frequency, and day count conventions.

Transaction structures – loans and guarantees

Eksfin participates in loan and guarantee transactions in different ways, ranging from one-off guarantees to long-term financing transactions with several tranches and diverging structures. Eksfin may participate both as lender as well as guarantor in the same transaction. Moreover, in loan transactions, Eksfin needs a system which supports a split between the funding part (loan) and the risk part (guarantee) of the transaction. These two parts have separate pricing (i.e. interest on the funding part and risk premium on the risk part) and belong to different schemes. Two relevant models illustrating Eksfin's participation are shown in the figures and explained below.

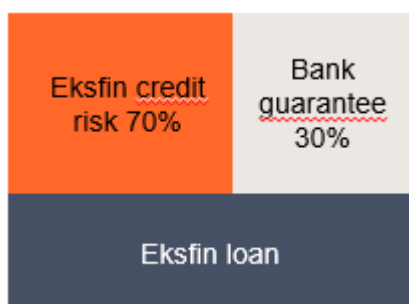


Figure 1. In this transaction, Eksfin is the lender and a company is the borrower. Eksfin takes on the credit risk of 70% of the loan amount and receives a bank guarantee covering 30% of the loan amount. The three components must be registered separately under the transaction in the loan and guarantee management system.

Bank guarantee 30%	Eksfin credit risk 70%	Eksfin guarantee 100%
Eksfin loan (100)		Bank loan (40)

Figure 2. In this transaction, both Eksfin and a bank are lenders. The bank issues a guarantee in favour of Eksfin covering 30% of Eksfin's loan amount, whereas Eksfin takes on 70% of the credit risk of our own loan. Furthermore, the bank is lender of a 2nd tranche, covering 100% of its credit risk with a guarantee from Eksfin.

In order to visualize the system support that is required, please see table below which is an extract from the current loan and guarantee management system in Eksfin. The table is populated with illustrative data based on the transaction in figure 2 above.

Credit structure		Risk structure	
Total lending	140	Total Eksfin credit risk	110
Eksfin loan amount	100	Credit risk on Eksfin loan	70
Of which, Eksfin credit risk	70 (100 loan x 70%)	Credit risk on bank loan	40
Bank loan(s)	40		
Of which, Eksfin guarantee risk	40 (40 loan x 100%)		

5.2 Calculations

This section covers the system's ability to provide robust, flexible, and accurate calculations supporting the full lifecycle of loans and guarantees, from transaction setup through ongoing administration and closure. The calculation framework must be parameter-driven and support financial calculations across different financial structures, currencies and calculation methods. Calculations must support both forward-looking projections and historical periods, and should

support recalculations when loan or guarantee terms, financial structures, or underlying data are amended.

Due to varying transaction structures, the solution must also support scenarios where different products within the same credit case apply different calculation parameters and methods. For example, a credit case may include both loans and guarantees with separate calculation rules, such as different day count conventions, reference rates, or accrual methods.

5.2.1 Interest, commission, risk premium and fees

Interest rates: Eksfin requires support for multiple interest calculation methods for loans, including both fixed and floating interest rates. Floating interest rates must support linkage to external reference rates, such as NIBOR, EURIBOR, SOFR or other relevant market benchmarks. Calculations must also support multiple day count conventions (ACT/ACT, ACT/360, ACT/365, 30/360 etc.), and the opportunity to set up adjusted or unadjusted structures in terms of business day conventions and banking holiday calendars. In addition, it should be possible to include various margins with different day count conventions. This should be available for fixed and floating interest rates.

Commission and risk premium: Eksfin requires support for calculation of commissions and risk premiums for guarantees/credit risk based on configurable parameters and calculation methods. This includes support for different commission and premium bases such as guarantee amounts and utilized or non-utilized exposure, rates, day count conventions and payment frequencies. Furthermore, the calculation engine must be able to calculate commissions and premia based on average exposure over a defined period (revolving credits).

Fees: Eksfin requires support for calculation of fees based on defined parameters and fee structures such as different basis amounts, payment frequencies and effective dates across loans and guarantees. This includes support for both one-time fees, such as establishment or amendment fees, and recurring fees, such as commitment fees, agent fees or servicing fees.

5.2.2 Payment plans and utilization schedules

Payment plans: Eksfin requires a system that supports calculation of payment plans for both loans and guarantees based on defined financial structures and contractual payment terms. The system must support calculation of various accrual frequencies to calculate and define due dates and accrued amount (interests, risk premium, commissions and fees) over time (monthly, quarterly etc.).

For loans, the repayment plan must include calculation of due dates, principal and interest amounts, in addition to other fees, based on different parameters such as amortization method (annuity or serial), payment frequencies, grace periods, banking holidays, day count conventions.



For guarantees, the payment plan must include calculation of due dates of commission and risk premium amounts, based on parameters such as payment frequency, calculation basis, banking holidays, day count conventions, throughout the validity period of the guarantee. Unlike loans, guarantees do not involve repayment of principal. Any instalment-like schedule for guarantees therefore represents expected charges and exposure development for calculation, accrual, and reporting purposes only, not repayment of an outstanding balance.

Utilization schedules: Eksfin requires a system that supports calculation of loan and guarantee utilization and exposure over time in accordance with defined reduction and release rules.

For loans, the system must support disbursement of loans in one or multiple disbursements up to the loan limit.

For guarantees, the calculation engine must support different utilization models, including full utilization, gradual utilization, and reduction or release of exposure based on defined rules or events. Utilization calculations must consider parameters such as guarantee amount, validity period, and reduction or release rules.

5.2.3 Recalculation and effective dating

Eksfin requires a system that supports recalculation of balances, interest, commissions, fees, and payment plans for loans and guarantees. Recalculations may be triggered by amendments such as changes to contractual terms (maturity dates, calculation methods, repayment terms), financial structures (interest rates, margins, principal amounts) or booked payments (early or delayed payments). To maintain data integrity and auditability, the system must provide traceability and history to ensure internal control, reconciliation, and reliable reporting.

The calculation engine must support recalculation for both historical and forward-looking periods and ensure that accrued amounts and schedules are updated consistently with effective dating that may differ from registration or approval date. Recalculations must be performed based on the defined effective date, ensuring accurate recalculation of balances, accruals, and payment schedules for the affected periods.

5.2.4 Balance, limit and threshold calculation

Eksfin requires a solution that can aggregate balances and utilization across different levels, from top-level schemes to credit cases and underlying loans and guarantees. These calculations must be updated dynamically in terms of the impact of drawdowns and booked payments.

The calculation engine must support both revolving and non-revolving credit facilities. For revolving credit facilities, the system must support calculation of utilization where the available credit is restored as payments are made, allowing repeated drawdowns within the agreed credit limit over time.

5.2.5 Periodization and allocation of payments

The calculation engine must support periodization of payments, including allocation of received amounts across defined periods in accordance with contractual terms and accounting principles. This includes support for both payments made in advance and payments made in arrears.

For payments made in advance, the system must support allocation of received amounts to future periods and ensure that amounts are recognized over time in accordance with the applicable periodization and capitalization rules. The calculation engine must support recalculation of periodized amounts in the event of changes, including scenarios where payments are made in foreign currency and currency conversion must be performed based on the applicable exchange rate at the time of periodization.

For payments made in arrears, the system must support calculation and periodization of estimated amounts for relevant periods, followed by adjustment and reconciliation against the actual received payment once it is recorded. The calculation engine must ensure that periodized amounts are updated consistently to reflect differences between estimated and actual amounts.

5.3 Monitoring and follow-up

This section covers the ongoing operational monitoring and follow-up of loans and guarantees in accordance with the agreed contractual terms and the calculated payment plans, without changing the underlying loan terms, contractual covenants, restructuring or refinancing. The focus is on observing, tracking, and responding to actual cash flows, collateral, payment behavior and the following of agreed contract conditions.

5.3.1 Monitoring repayment and payment plans

Eksfin requires a system that supports continuous monitoring of contractual payment plans and actual cash flows for both loans and guarantees. The system must provide visibility into expected and received payments, including early, late, missing, or irregular payments, and highlight deviations from the expected plan.

For loans, this includes monitoring of repayment plans, outstanding principal balances, interest accrual, and cash flows based on recorded payment activity and calculated balances.

For guarantees, this includes monitoring of expected payments such as commissions, risk premiums, and fees throughout the validity period, as well as visibility into outstanding risk exposure.

The system should be able to generate payment notices to be sent to external parties..

5.3.2 Monitoring utilization schedules

The system must track and show expected and actual utilization levels, drawdowns and expiry throughout the validity periods of the loan, guarantee or guarantee facility.

For loans, the utilization schedule should reflect disbursements, outstanding principal, and any changes to exposure resulting from repayments or changes in amendments. For guarantees, the utilization schedule should reflect the guaranteed exposure over time, including issued amounts, reductions, releases, and expiry within the guarantee or facility period.

5.3.3 Payment handling

Eksfin requires a system that supports structured registration and allocation of payments related to loans and guarantees. This includes the ability to register payment types such as principal repayments, interest payments, commissions, risk premiums, and fees. The solution must support partial payments, periodic payments, and final settlement. When claims are received under guarantees, payment handling to the guarantee holder and finalization of the transaction must be supported.

Eksfin manages its activities across several Government-defined schemes, each governed by specific budgetary frameworks and accounting requirements. All loans and guarantees must be booked against the correct scheme, each with a separate bank account and separate financial reporting. A single credit case is often structured as a combination of loans and guarantees (see section 0), belonging to different schemes (e.g. a loan scheme and a guarantee scheme). The system must therefore support allocation and booking of a single payment across multiple accounts, based on the scheme distribution of a credit case and their accounting rules, ensuring that amounts are ultimately reported under the correct scheme accounts and ledgers.

5.3.4 Monitoring of covenants, collateral and credit case conditions

Eksfin requires a system that supports ongoing monitoring of key credit case conditions throughout the lifecycle of loans and guarantees. This includes tracking of contractual covenants, collateral and security arrangements, and other classification requirements or thresholds (e.g. Risk, ESG) defined in the credit decision. The system should provide clear visibility into due obligations, compliance status, and any overdue or missing items, and support structured finalization of transactions when obligations are fulfilled and exposures are settled.

5.3.5 Data maintenance and updates

The system must support continuous maintenance and updates of transaction data. This includes both manual registration and maintenance of transaction-related data (covenants, collateral, dates, amounts, calculation parameters), as well as automated updates of reference data used in calculations, such as banking holidays, exchange rates, and reference interest rates.

5.3.6 Alerts, notifications and follow-up tasks

Eksfin requires a system that supports proactive monitoring and notification of deviations from expected loan/guarantee behaviour and incorrect data that must be revised. This includes the ability to identify and alert users to unplanned events such as delayed or early payments, and to provide clear overviews such as due lists and due-not-paid lists, with user-friendly descriptions and required follow-up actions.

Task lists with deadlines and responsible officers should be generated automatically for registered tasks. The system must also allow users to create and register ad-hoc tasks manually, including setting due dates, assigning responsibility, and adding relevant descriptions or references. The system should also generate notices of deadlines and overdue tasks that must be revised.

5.3.7 Search and data export

Eksfin requires a system that supports efficient search and overview of exposure across loans, guarantees, and related credit case data in the context of customers, industries and schemes. The solution should support both forward-looking and historical views and enable data export for further analysis and reporting purposes.

5.3.8 Tax reporting

As part of the data export functionality, the supplier must ensure that the solution enables Eksfin to fulfil its tax-reporting obligations to the Norwegian Tax Administration, through calculation and extraction of relevant tax-related data.

5.4 Amendments and changes to terms

This section covers the system's capabilities to support amendments such as adjustments in transaction parameters, and changes to contractual terms including substantial changes such as restructuring. Eksfin requires a system that supports controlled restructuring of loans and guarantees in scenarios where the original transaction structure must be materially changed.

5.4.1 Transaction amendments

Payment: The system must allow for adjustments and amendments to payment structures for loans and guarantees. This includes changes to parameters such as payment frequency, due dates, business day conventions, grace periods, maturity/expiry dates. It should be possible to define business rules for such amendments as well as manual, one-off adjustments.

Interest rate, premium and fees: The system must support amendments to pricing terms throughout the lifecycle of a loan or guarantee, including changes to interest or commission type (fixed/floating), reference rates, margins etc.



Currencies: The system must allow amendments involving currency changes for loans and guarantees, and support conversion into new currencies during their lifecycle.

5.4.2 Transaction restructuring

Split and merge: The system must support splitting and merging of loans and guarantees. This includes transfer of relevant data such as outstanding balances, accrued amounts, collateral, and relevant historic data between loans and guarantees.

Conversion: The system must support conversion of loans and guarantees into new financial objects or structures when the nature of the exposure changes. Examples include conversion of a guarantee into a loan/claim following a claim payout, defaulted loans are converted into equity, or Eksfin takes possession of collaterals such as vessels, machinery, or other recovery instruments.

Refinancing: The system must support refinancing scenarios where an existing contract is terminated and replaced by a new transaction structure. This includes closing or settling the original transaction and establishing a new loan/guarantee with revised terms.

6. Technology and architecture

When deciding on a new system Loan and Guarantee management, Eksfin takes a decision that will follow us for 10-15 years. The supplier must therefore document the different ways Eksfin are ensured a system with a modern design, up-to-date technology and high cyber resilience. Further. The supplier must have in place methods, processes and resources to ensure the continuous development and modernisation of the system and its components. The supplier shall describe how these requirements will be realised.

6.1 Technology stack

Eksfin seeks to understand primary technologies and frameworks used across the supplier's solution, including user interface, application/backend, database, integration components, and runtime environment. Other key dependencies or required infrastructure components should also be described in this section. The supplier shall provide a comprehensive documentation of all relevant technical aspects of the solution. The technologies used shall be up-to date and the supplier shall have a proven track-record of continuously updating the underlying technology.

6.2 Architectural principles and cyber security

Eksfin seeks to understand the maturity of the solution architecture in terms of modern industry principles such as API-first design, modular architecture, and service-oriented or microservice-based approaches. The supplier should describe how the solution is designed to support scalability, maintainability, and long-term evolution based upon modern and secure architectural approaches. Further, the system shall be designed with a holistic security perspective in mind with special focus on cyber security issues and challenges. The supplier shall provide a comprehensive documentation of all relevant design aspects of the solution. The technologies used shall be up-to-date and the supplier shall have a proven track-record of continuously updating the design and following up-to-date security principles.

6.3 Data security, integrity and compliance

This section covers the solution's security and compliance capabilities, including how the system supports secure processing, storage, and access to data in accordance with Eksfin's requirements as a Norwegian public entity. In addition, the supplier should describe how identity and access management is handled in the solution (e.g. authentication methods, role-based access control), and how audit trail is logged and recorded in terms of changes and events throughout the life cycle of a loan and guarantee.

6.4 Configuration and flexibility

Eksfin seeks to understand the degree to which business rules, product parameters, calculation logic, workflows, and user interfaces can be configured. The supplier should describe the solution's approach to configuration versus customization, including which areas are supported through standard configuration capabilities and which changes require development.

6.5 Solution roadmap

Eksfin is interested in the supplier's approach to innovation and emerging technologies, including the use of automation and artificial intelligence (AI) to support operational efficiency, data quality, decision support, and improved user experience. The supplier should describe relevant initiatives currently in development, long-term development direction, and the process in how roadmap priorities are defined.

7. Implementation project

7.1 Implementation method and delivery model

Eksfin seeks to understand how the supplier plans, organizes, and executes implementation projects for solutions of comparable complexity and scope. The supplier should describe the overall implementation methodology, including governance structure, project organization and how collaboration with Eksfin is structured throughout the project.

In addition, the supplier should describe how the delivery model is adapted to the proposed solution. This includes clarifying whether the solution is primarily delivered as a standard off-the-shelf product, a configurable platform, a customized solution, or a hybrid approach. The supplier should explain the degree of configuration versus custom development, and how Eksfin is involved in the design and configuration activities in shaping the solution. Where custom development is involved, the supplier should describe the underlying platform or framework used and how maintainability and upgradability are ensured over time.

A central part of the Competitive Dialogue will be to develop a mutually agreed project methodology and project plan so to ensure that Eksfin will realise a new system that is fit for purpose with an ambition and delivery model that is suitable for Eksfin and the risk we can take in this kind of implementation project.

7.2 Solution design

Eksfin seeks to understand how the supplier establishes a shared understanding of business needs, validates key assumptions, and translates requirements into a solution design and system functionality. The supplier should describe how they would administrate the initial project phase and collaborate with Eksfin to gain a mutual understanding of the solution design, requirement clarification, configuration choices, integration requirements, and future maintainability.

7.3 Data migration

Eksfin seeks to understand the supplier's approach to data migration from existing systems to a new solution. This includes the assessment, mapping, cleansing and actual migration of both historical and "active" data to a new system, in addition to the handling of data quality issues and reconciliation of migrated balances and schedules. The supplier should describe relevant experience from similar projects, including recommended migration strategies and typical risks and mitigation measures.

7.4 Testing and quality assurance

Eksfin seeks to understand how testing of functional and non-functional requirements (security, performance, integrations) are planned and executed. The supplier should describe how identified deviations from expected functionality during testing are logged, prioritized, corrected, and re-tested throughout the implementation project, and as part of a final acceptance test.

7.5 Implementation timeline

Eksfin seeks to understand the supplier's high-level implementation timeline for a solution of comparable scope and complexity as the loan and guarantee management system that Eksfin requires. The supplier should describe the typical phases of an implementation project, including their purpose, main activities, and expected duration.

7.6 Go-live strategy and stabilization

Eksfin seeks to understand how the supplier supports transition to production, including options such as incremental rollout versus a big-bang release, and how risks are managed during the go-live period. The supplier should describe how training, documentation, and handover to operations are ensured to enable stable and controlled transition to production.

8. Operations and system management

8.1 Support model and responsibilities

Eksfin seeks to understand how the supplier's operating and service management model for the solution in production. The supplier should describe how responsibilities are divided between Eksfin and the supplier, including governance structures, communication channels, and how ongoing collaboration is organized. The supplier should describe relevant roles, escalation paths, and how service delivery is managed over time.

8.2 Incident and Change management

Eksfin seeks to understand the supplier's approach to handling incidents, support requests and larger improvement initiatives during operations. This includes descriptions of how issues are reported, prioritized, and resolved, and the competence and capacity of the support organization.

8.3 Deployment model and release management

Eksfin seeks to understand the supplier's deployment procedures, and how updates such as bug fixes, patches, and new functionality are delivered and tested. The supplier should describe how releases are communicated, documented, and how changes are validated prior to deployment, and how rollback or mitigation is handled if issues occur.

9. Pricing and price model

This section describes the commercial information Eksfin requires as a basis for the Competitive Dialogue. At this stage, Eksfin primarily seeks to understand the supplier's proposed commercial model, the main cost elements and cost drivers, and how the model supports implementation, operation and further development of the solution.

The supplier should describe the commercial terms and pricing principles it considers appropriate for the proposed solution. The description should, where relevant, address:

- software, platform, subscription and licensing costs, including the applicable licensing metrics, such as users, environments, transactions, data volumes or other relevant units;
- costs related to implementation, configuration, integrations, data migration, testing, training and transition to production;
- the pricing model for any customer-specific development or adaptations;
- charges for hosting, operations, support, maintenance, security updates and software upgrades;
- the commercial model for subsequent changes, configuration and further development of the solution;
- relevant third-party costs, dependencies and pass-through charges;
- any volume thresholds, indexation mechanisms or other factors that may affect the cost over the term of the agreement;
- the supplier's proposed allocation of commercial risk and responsibility; and
- any other commercial assumptions that are material to the proposed solution.



Eksfin recognises that the scope and design of the final solution have not yet been determined and that a reliable estimate of the total cost cannot necessarily be provided at the outset of the dialogue. Where possible, the supplier is nevertheless requested to provide an indicative price range for implementation and ongoing services, based on clearly stated assumptions.

The supplier should identify the main cost drivers and explain how alternative choices relating to scope, architecture, delivery model, implementation approach and service levels may affect the overall cost. The supplier should also distinguish between costs that can be estimated with reasonable confidence at this stage and costs that depend on matters to be clarified during the dialogue.

Any initial price ranges or indications will be non-binding. The commercial model, pricing structure and required level of price commitment will be further developed and clarified through the Competitive Dialogue. The requirements applicable to the final financial proposal will be set out in the invitation to submit final tenders.

