



REQUEST FOR PROPOSAL (RFP)

Project Title: Testing Support Services for
PBSS (SIA Passenger Booking
and Servicing System)

Tender Number: TR503

Type of Document: Main (PART 1)

Organization: SIA

Co. Regn. Number: 197200078R

Confidentiality:

This Request for Proposal (RFP) is the property of Singapore Airlines Limited (SIA) and/or its subsidiaries. Any reproduction of its contents (in whole or part) except for the preparation of the Tender must have prior written approval by the designated representatives of SIA and/or its subsidiaries.

REQUEST FOR PROPOSAL

Table of Contents

TABLE OF CONTENTS	2
EXECUTIVE SUMMARY	3
INSTRUCTIONS FOR VENDORS.....	5
SCOPE OF WORK (SUMMARY)	17
ANNEX 1: VENDOR PROFILE MATRIX FOR TR503	21
ANNEX 2: TENDER APPLICATION FORM	23
ANNEX 3: IPT DECLARATION BY VENDOR/CONTRACTING PARTY	24
ANNEX 4: DECLARATION OF PARTICIPATION BY RELATIVES/ASSOCIATED COMPANIES....	26
ANNEX 5: INDIVIDUAL NON-DISCLOSURE AGREEMENT.....	27
ANNEX 6: TERMS AND CONDITIONS ON USAGE OF SIA IT RESOURCES.....	28

REQUEST FOR PROPOSAL

Executive Summary

This Request for Proposal (RFP) aims to solicit proposals for Testing Support Services for SIA's Passenger Booking and Servicing System (PBSS) project.

Background:

SIA is implementing an outsourced service-based solution to replace the existing airline reservation and departure control system (DCS), known as Kriscom. The implementation of PBSS began in early 2009 when SIA completed the high-level technical and functional requirements gathering and joint solutioning activities. Amadeus will provide this service-based solution in their system called Altea for both Singapore Airlines and Silkair(MI). Altea is interfaced to SIA's 70 impacted applications via an SIA middleware.

The cutover of Reservations (RES) and Inventory (INV) modules are expected to be a big bang in June 2012, while the deployment of the Flight Management (FM) and Customer Management (CM) applications will be rolled out progressively to all SIA and MI airports after the Altea RES/INV cutover, with full cutover by June 2013.

Currently the project is in the Functional Specifications stage.

Testing Support Services:

Testing Support Services will constitute the following areas:-

- ☐ Central Test Admin
- ☐ Test Data Management
- ☐ 1st Level Helpdesk services
- ☐ Overall Configuration Management
- ☐ Functional Regression testing
- ☐ Performance and Load Testing

The Central Test Admin Team (CTAT) is expected to work with various parties (e.g. Test Leads from the Business Units and Amadeus) to deliver test plans and schedules. They are to come up with standards and methodologies to facilitate effective and accurate test management and reporting. CTAT will also be the central coordinator with vendors, business units and other parties to ensure readiness for the different test cycles.

Test Data Management services will include planning for the data preparation schedules and management processes and the creation of test data. This team is expected to work with CTAT and relevant parties within SIA such as Test Leads, the Business Rules team and the SIA technical team, to obtain the test data requirements, and deliver them as per the test schedules

For Helpdesk services, the Vendor is to define processes and templates for incident management and provide 1st level helpdesk operations for PBSS users during the testing phase. The operations will include escalation, monitoring and reporting of incidents.

For Configuration Management, the Vendor is to define processes for configuration management and work with the relevant parties to control and audit configuration.

Functional Regression testing will require the Vendor to plan, report and retest agreed test scenarios when there are new versions and upgrades of Altea products and functionalities, or after test environment data refresh, before releasing testing back to the test leads.

For Performance and Load testing, the Vendor will plan, report and test end to end performance of the PBSS system, and ensure that the overall system performance meets SLA. As a part of testing, Vendors may be required to coordinate with various SIA offices in Singapore and overseas to simulate various peak hour/volume situations to ensure that the software meets performance standards documented.

REQUEST FOR PROPOSAL

The engagement will cover the 2 main project phases. Phase 1 entails the implementation of Altea Reservations and Altea Inventory. Phase 2 is the rollout of Altea Flight Management and Altea Customer Management modules. The vendor is expected to provide a transition period where outstanding incident tickets and activities are managed and transitioned to the post-production support team.

Vendor should also quote for extensions to the above testing support services on a daily or monthly basis.

REQUEST FOR PROPOSAL

INSTRUCTIONS FOR VENDORS

SECTION 1: DEFINITION OF TENDER DOCUMENTS

Tender Documents shall include items listed in the RFP (Part 1 and Part 2 as listed below) as well as all other documents issued prior and after the deadline for Submission of Proposal (tender bid).

The Tender Documents and additional materials that may modify or interpret, including drawings and specifications, by additions, deletions, clarifications or corrections will become part of the Contract when executed.

All Tender documents and clarifications shall form an integral part of a Contract that is to be entered into between SIA and/or its subsidiaries and Vendors. Until a Contract is executed, the Tender Documents and clarifications shall be binding on Vendors.

All Annexes listed within, which form part of this RFP, will be issued accordingly as stated below:

(1) Annexes within the Main document are (**"Part 1"**):

- Annex 1 - Vendor Profile Matrix
- Annex 2 - Tender Application Form
- Annex 3 - IPT Declaration by Vendor/Contracting Party
- Annex 4 - Declaration of Participation by Relatives/Associated Companies
- Annex 5 - Individual Non-Disclosure Agreement
- Annex 6 - Terms and Conditions on Usage of SIA IT Resources

(2) Confidential Annexes (**"Part 2"**) to be released to eligible vendors after SIA's acceptance of the Vendors' Intent-to-Bid which comprise the Vendor Profile Matrix and Non-Disclosure Agreement are listed below:

- Annex 7 - Information Security Requirements
- Annex 8: - Scope of Work (Detailed)
- Annex 8.1 - High Level Implementation Plan
- Annex 8.2 - PBSS PMO Governance Structure
- Annex 8.3 - Roles and Responsibilities for Release Leads
- Annex 8.4 - PBSS Testing Work Structure
- Annex 8.5 - Functional Test Structure
- Annex 8.6 - Amadeus Capture and Restore Cycle
- Annex 9 - Glossary
- Annex 10 - Pricing Table
- Annex 11 - Standard Contract ("Contract")

REQUEST FOR PROPOSAL

SECTION 2: SCHEDULE OF EVENTS

EVENT	DATE
Tender Publication	15 th June 2009
¹ Submission for Pre-Qualification	22 nd June 2009, 12 Noon, Singapore Time
Notification of Pre-qualification and release of confidential Annexes	29 th June 2009
² Project Briefing	3 rd July 2009 15:00 – 17:00 CLC Theatre, 01-C SIA Training Centre, 720 Upper Changi Road East Singapore 486852
Questions from Vendors	29 th June 2009 to 15 th July 2009
Last day of SIA's Responses to Questions	16 th July 2009
³ Submission of Proposal	21 st July 2009, 12 Noon, Singapore Time
Vendor Presentations <i>(Optional and at SIA's discretion. Vendors advised to book this period as notice for presentation, if needed, is likely to be short)</i>	Between 31 st July 2009 to 4 th August 2009
Appointment of Vendor(s)	Expected to be no later than 3 months after Submission of Proposal

¹ Refer to 3.2 Intent to Bid

² Refer to 3.4 Project Briefing and a maximum of three (3) people from each participating vendor is allowed.

³ Refer to 3.5 Tender Submission

REQUEST FOR PROPOSAL

SECTION 3: TENDER PROCEDURES

3.1 Pre-Qualification Criteria

Annex 1 (Vendor Profile Matrix) should be completed with sufficient information for SIA and/or its subsidiaries to have a good understanding of the Vendor. Please note that it is not acceptable to reference the relevant sections to e.g. websites, financial reports etc. Kindly fill in the required details. Any false or misleading statements found within **Annex 1** (Vendor Profile Matrix) could be grounds for disqualification.

- ❑ Financial stability and viability
- ❑ Prior project experiences in test activities in entire or part of Altea Customer Management Solution Suite and/or similar passenger servicing system (PSS)/ and/or prior project experience in SIA
- ❑ Experience in planning and supporting large scale testing program across multiple applications and business areas, including:
 - o Test Planning and reporting
 - o Test Data Management
 - o 1st Level helpdesk
 - o Configuration Management
 - o Regression testing
 - o Performance testing

3.2 Intent to Bid

To participate in this RFP, the following is required:

(a) Email to ITAdmin_RFP10@singaporeair.com.sg or fax to (65) 6490 0761 by the submission deadline:

- **Annex 1** (Vendor Profile Matrix)
- Non-Disclosure Agreement (NDA) duly signed by your authorized signatory

(b) Post or courier to reach SIA within 3 business days of the submission deadline::

- Two (2) original sets of the Non-Disclosure Agreement (NDA) duly signed by your authorized signatory

The NDA should be sent to:

Senior Manager, IT Corporate Services
Singapore Airlines Limited
IT Tender Box
Pass Office
SIA Training Centre
720 Upper Changi Road East
Singapore 486852

****Note: For identification purposes, the cover of the documents (including the envelopes) MUST be clearly marked with 'INTENT TO BID' and the tender reference number.***

Vendors will be informed of SIA's and/or its subsidiaries acceptance of their Intent to Bid and will be given the Confidential Annexes via email. Fulfillment of all the criteria above does not imply SIA's and/or its subsidiaries acceptance of your intention to bid. No reasons will be given to the unsuccessful Vendors.

3.3 Contact Person

If there is a need to seek clarifications, requests should be sent as an attachment in Microsoft Word document to:

a) Project Manager: Michelle_Chia and/or

REQUEST FOR PROPOSAL

b) Contract Management: S. Venkateswaran at

ITAdmin_RFP10@singaporeair.com.sg

ALL communication between the Vendors and SIA and its subsidiaries shall be through the above email address.

When submitting questions, the identity of the Vendors' representative must be clearly indicated. The email shall in such cases, follow the format as stated below:

- (1) Name of vendor;
- (2) Date of submission; and
- (3) Document Number e.g. Vendor XXX, 06 May 2005, Document 1 of 1 etc...

as to clearly specify how many email(s) and attachment(s) constitute the full proposal. All questions must be sent to SIA and/or its subsidiaries before the deadline indicated in *Section 2: Schedule of Events*. SIA and/or its subsidiaries will respond to the questions in writing. All the questions and the corresponding responses prior to the Submission of Proposal date will be made known to all Vendors (where possible) without revealing the identity of the source of the questions.

If the solution includes a partnership of service providers, the Prime Vendor will be the sole party that communicates with SIA and/or its subsidiaries during the Tender process.

3.4 Project Briefing

Each Vendor is allowed to send a maximum of three (3) representatives to attend the project briefing.

Attendees whose organization has not submitted the completed documents stated in *Section 3: Tender Procedures, paragraph 3.2* will not allowed to attend the project briefing.

Please state the attendees' details in the **Annex 1** (Vendor Profile Matrix).

Attendees are required to exchange their NRIC or Passport for the Visitor Pass at Pass Office of the meeting venue.

3.5 Tender Submission

Three (3) sets of the Tender Submission, i.e. one (1) original and two (2) copies, are required. For identification purposes, the cover of the Tender Submission (including the envelopes) **MUST** be clearly marked with either 'ORIGINAL' or 'COPY' and the **tender reference number TR503**.

In addition, prepare two (2) sets of CDs containing the soft copy of your Tender Submission. Label the CDs with "**TR503: Testing Support Services for PBSS (SIA Passenger Booking and Servicing System)**" and **your organisation's name**; and put them in an envelope marked "**Softcopy of TR503**".

The Tender Submission, comprising the proposal(s) and CDs, should be submitted in sealed envelopes to:

**The Secretary
Tenders Committee
Singapore Airlines Limited
No. 4 Airline Road
SIA Pass Office
Changi Airfreight Complex (CAC)
Singapore 819825**

Vendors should take into account the time required to reach the venue for submission of tender.

The time specified in *Section 2: Schedule of Events* under Submission of Proposal must be strictly adhered to.

REQUEST FOR PROPOSAL

Overseas Vendors may fax Tender Submission to (65) 6543-1369 but the original Tender Submission must reach the Tenders Committee within three (3) days starting from the Submission of Proposal date; otherwise, the Tender Submission will not be valid. Vendors are required to verify receipt of their fax with SIA Legal Department by calling (65) 6541-4045. When faxing, ONLY the 'Tender Application Form' and 'all pages with costing' are required.

Strictly no online or e-mail submission is permitted. Late submissions will not be accepted.

3.6 Evaluation Criteria

The proposals will be evaluated based on the following factors (including but not limited):

- Cost Effectiveness
- Experience with Altea and/or Altea implementing airlines, and/or other Passenger Servicing Systems
- Experience and expertise in test engagements of similar scale and scope
- Ability to move non-core services offshore
- Point-by-point responses to the Scope of Work
- Itemization and comprehensiveness of deliverables
- Synergy across the various service offerings
- Ability to value add to the project
- Relevant experience of the proposed team members

The evaluation process may include telephone calls to your referees (clients) to verify claims made by your company. Reference sites with the closest match to SIA's and/or its subsidiaries network will be preferred.

The short listed candidates will be asked to present their Tender Submission on-site at SIA and/or its subsidiaries. SIA and/or its subsidiaries will provide the necessary facilities for the presentation but all other expenses incurred by the Vendors in making the presentations will be borne by Vendors.

3.7 Conditions for Tender

The responses (including clarifications) to this RFP are expected to be included in the Contract should the Tender bid be successful.

3.7.1 General Conditions

SIA and its subsidiaries reserve the right to discontinue with the RFP process at any time and make no commitment, implied or otherwise, that the RFP will result in a business transaction with one (1) or more Vendors.

SIA and its subsidiaries are not under any obligation to pay Vendors for information received. This RFP does not commit SIA and its subsidiaries to pay for any costs incurred by Vendors in responding to this RFP, nor does it commit SIA and its subsidiaries to procure products and/or contract for services.

3.7.2 Terms of Application

Application of Tender by Vendors constitutes acceptance by Vendors of all terms and conditions printed on this form and all other attachments hereto.

Upon acceptance of the Tender Documents, Vendors undertake to submit their proposal by the allotted time unless the Vendor(s) declares in writing, prior to the Submission of Proposal date, their intention not to bid for the Tender.

If the Vendor is a corporation, the **Annex 2** (Tender Application Form) must be signed by an authorized officer of the corporation and stamped with the name of the corporation. No alteration in the **Annex 2** (Tender Application Form) is allowed.

REQUEST FOR PROPOSAL

Vendors shall undertake the preparation of their Tender Submission at their own cost including travel to Singapore, if any, during the Tender process.

3.7.3 Tender Amount

Numbers shall be stated in writing and in figures.

The pricing for the products to be supplied or services to be rendered shall be exclusive of any Goods and Service Tax ("GST"), i.e. prices quoted shall not include any GST component.

The amount tendered by the Vendor and filled in the space "TOTAL AMOUNT TENDERED" on the **Annex 2** (Tender Application Form) shall be the amount agreed to upon appointment of the successful Vendors. The amount shall not be varied in any way, unless mutually agreed in writing.

Unless otherwise provided in any supplement to these instructions, Vendors shall not modify their Tender Submission after the Submission of Proposal date. The price quoted shall be treated as the last price the Vendor is prepared to offer. Vendors should therefore quote their best and last price.

Notwithstanding the above, should a change in specifications occur after a Tender has been called and such change may have an effect on price, SIA and/or its subsidiaries may under such circumstances negotiate the price.

Vendors may not amend their bid price during the Contract period. Any increase in costs of production or in any other aspect may not be passed on to SIA and/or its subsidiaries by way of an increase in the awarded price or a change in the products and/or services to be provided.

Without limitation all permits, licenses, royalties and fees whatsoever claimable by or payable to any person, firm or corporation or government or in connection with an invention or patent used or required to be used in connection with Vendors obligations under this Tender are for the account of Vendors and shall not be charged to SIA and/or its subsidiaries.

3.7.4 Vendors' Responsibility

Vendors shall undertake the preparation of their Tender Submission at their own cost including travel to Singapore, if any, during the Tender process. The Submission of Proposal represents that the Vendors have read and understood the Tender Documents.

3.7.5 SIA's Obligations to Vendors

SIA or its subsidiaries will assist Vendors whenever and wherever possible in determining local conditions and clarification of the Tender Documents.

SIA may reject any, part of, or all Tender Submission and waive any informality or irregularity in any Tender Submission received. No reason shall be given to any unsuccessful Vendors for not being awarded the Tender.

3.7.6 Compliance to Requirements, Standards and Guides

Vendors shall comply with all business and technical requirements, standards and guides specified in the RFP unless otherwise stated in accordance with *Section 4: Format of Proposal, Part 5: Proposed Solution*. Vendors are to comply with industry software development best practices.

3.7.7 Acceptance of Tender

SIA and/or its subsidiaries shall not be bound to accept the lowest of any Tender Submission nor is it liable for any claim for whatever costs that may be incurred in the preparation of the Tender. SIA and/or its subsidiaries reserve the right to accept the whole or part of the Tender Submission.

3.7.8 Notification of Vendors

REQUEST FOR PROPOSAL

All Vendors will be notified of the award as soon as approval by the relevant committee has been given.

3.7.9 Award of Tender

Any sub-contractors or assigned Vendors shall be named within the proposal. SIA and/or its subsidiaries reserve the right to reject sub-contractors or assigned Vendors without giving reasons, whereby the Vendors will have no right to make changes to the final price in terms of compensation and/or replacement.

SIA and/or its subsidiaries may, at their discretion, award part of the products and/or services to other Vendors. Vendors are obliged to co-operate with each other including working with SIA's and/or its subsidiaries' vendors to deliver a solution that complies fully with the overall system (business and technical) specifications as specified in the RFP.

3.7.10 Contract

The successful Vendor(s) shall submit a draft Contract (using the **Annex 16** (Standard Contract)) within one (1) week of request by SIA, failing which SIA may award the Contract to another Vendor. The draft Contract shall incorporate all terms and conditions specified in the Contract plus all other terms and conditions specified in the RFP. Upon signing of the Contract by both SIA and the Vendor shall the Tender be deemed awarded to the Vendor.

3.7.11 Security Deposit

Upon award of the Tender, Vendors shall furnish a security deposit in Singapore currency equivalent to five percent (5%) of the value of the Contract. If the deposit is below S\$2,000.00, the amount shall be paid by a crossed cheque (for local contractors/ suppliers only) or bank draft (for local and overseas contractors/suppliers) in favour of "Singapore Airlines Limited". Should the deposit be S\$2,000.00 and above, a banker's guarantee in SIA's standard format will be acceptable, provided such guarantee undertakes to meet all claims arising during the period of the Contract. This deposit shall be retained for the duration of the Contract and shall, after damages, if any, have been deducted, be refunded in Singapore currency to the Vendors at the end of the Contract by way of a cheque drawn on a bank in Singapore or by way of return of the banker's guarantee, as the case may be. No interest shall be paid on the deposit and any gain or loss resulting from currency exchange shall be borne by the Vendors.

Security deposit is mandatory for award over SGD300,000 only.

3.7.12 Specimen for Banker's Guarantee

BANKER'S GUARANTEE (FOR TENDER SECURITY DEPOSIT)

1 In consideration of Singapore Airlines Limited awarding Tender No. _____ to _____ of _____ (hereinafter referred to as the 'Contractor') and Singapore Airlines Limited not insisting on the full cash security deposit being paid by the Contractor, we the Guarantor hereby guarantees Singapore Airlines Limited the sum of S\$ _____ ('Guaranteed Sum') being the amount of the Security Deposit required for the due and faithful performance of the said Contract.

2 In the event of the Contractor failing to fulfil any of the terms and conditions of the said Contract, the Guarantor shall indemnify Singapore Airlines Limited against all losses, damages, costs, expenses sustained by Singapore Airlines Limited up to the sum of Guaranteed Sum. The guaranteed sum shall be payable to Singapore Airlines Limited immediately upon demand.

3 The liability of the Guarantor under this Guarantee shall continue for the duration of the Contract period from _____ ('Commencement Date') to _____ ('Expiry Date') and the Guarantor undertakes to meet all claims arising during the period of the

REQUEST FOR PROPOSAL

Contract, provided that any claim hereunder should be made not later than three months after the Expiry Date.

3.7.13 Conformance with Agreed Specifications

All works must be carried out in accordance with the Tender Documents that have been agreed to by SIA and/or its subsidiaries and Vendors.

All title, ownership and other intellectual property rights in any software customization and related documentation created or otherwise developed pursuant to this Tender vest in SIA.

By submitting the Tender, Vendors agrees to assign to SIA any intellectual property rights that subsist in or arise from the deliverables of any software customization and related documentation created or otherwise developed pursuant to this Tender.

3.7.14 Gifts, Inducements and Rewards

Vendors are advised to refrain from offering gifts and rewards in any form or manner to any SIA employee in relation to the obtaining or execution of any contract with SIA, whether or not the like acts are performed by the Vendors or persons acting on his/their behalf with or without the knowledge of the Vendors.

SIA shall terminate the Contract, forfeit the deposits and debar the Vendors for any appropriate period of time if it is proven that the Vendors has offered and/or given gifts and rewards in obtaining or in execution of any contract.

3.7.15 Date Compliance

The Services and/or Hardware and/or Software are and will be free from date compliance problems and the performance or the functionality of the Services or obligations to be performed under the Tender and Contract shall not be affected, impeded or interrupted by the entry or processing of any data value or date dependant function, whether such date is past, current or future.

3.7.16 Payment Terms/Scheme

Vendors will follow the Payment Terms/Scheme as stated below:

Central Test Admin, Test Data Management and Regression Testing:

1.	Upon Signing of Formal Contract	10% of Tender Amount
2.	Upon Acceptance of Testing Support Strategy Deliverables & Phase 1 Test Planning Deliverables	5% of Tender Amount
3.	Upon Completion of Drop 1 UAT	5% of Tender Amount
4.	Upon Completion of Drop 3 UAT	10% of Tender Amount
5.	Upon Completion of Drop 5 UAT or Drop 2b BPT, whichever is later	10% of Tender Amount
6.	Upon Completion of Regression BPT	10% of Tender Amount
7.	Upon Completion of Phase 1 Rehearsals & Wet Run	5% of Tender Amount
8.	Upon Completion of Transition Period for Phase 1	5% of Tender Amount
9.	Upon Acceptance of Phase 2 Testing Plan	5% of Tender Amount
10.	Upon Completion of Phase 2 UAT & BPT	15% of Tender Amount
11.	Upon Completion of Phase 2 Rehearsals, Wet Run, Pilot	15% of Tender Amount
12.	Upon Completion of Transition Period	5 % of Tender Amount

1st Level Helpdesk and Configuration Management

Amount for 1st level Helpdesk and Configuration Management will be paid quarterly over the duration of the contract.

Performance and Load Testing

REQUEST FOR PROPOSAL

For performance testing, 10% of the contracted amount will be paid upon the signing of formal contract. Thereafter 50% will be distributed evenly over the number of performance tests conducted for the RES/INV cutover.

For the DCS phase, 40% of the contracted amount will be distributed evenly over the number of performance tests with the commencement of DCS testing phase.

SIA and/or its subsidiaries have the right to terminate the Contract signed between SIA and/or its subsidiaries and the Vendors at any time giving thirty (30) days prior written notice. Should this occur, SIA and/or its subsidiaries will pay for work rendered up to date of termination.

REQUEST FOR PROPOSAL

SECTION 4: FORMAT OF PROPOSAL

Each proposal should be structured in a clear, straightforward manner and in accordance with the outline of the respective sections herein. Vendors should exercise care to present only realistic, attainable commitments in their proposal.

Non-compliance to meeting any requirements must be specifically stated with reasons by the Vendors.

Part 1: Tender Forms

All Forms stated below must be presented in the format listed herewith and signed by an authorized signatory.

Enclose within:

1. **Annex 2** (Tender Application Form),
2. **Annex 3** (IPT Declaration Form)
3. **Annex 4** (Declaration of Participation by Relatives/Associated Companies)

For Forms 2 and 3 stated above, to comply with Chapter 9A of the Listing Manual of the Stock Exchange of Singapore – Interested Person Transactions (IPT), declare whether your company is affiliated with Temasek Holdings Pte Ltd (owned by the Government of Singapore) or any of its subsidiary/associated companies.

Part 2: Non-Disclosure Agreement (NDA)

Enclose a copy of the duly signed NDA in this part.

SIA and/or its subsidiaries reserve the right to share your response to the RFP with its advisors, if required.

Before commencing work for SIA and/or its subsidiaries, employees/subcontractors of appointed Vendors will also be required to sign “Annex 5 (Individual Non-Disclosure Agreement)” and undertake to abide the “Annex 6 (Terms And Conditions on Usage of SIA IT Resources)” if such employees/subcontractors of the appointed Vendor(s) are required to use SIA equipment.

Note: Vendors must have Non-Disclosure Agreement(s) with their contractors.

Part 3: Vendor Profile Matrix

Enclose the completed **Annex 1** (Vendor Profile Matrix) in this part. Please note that it is not acceptable to reference the relevant sections to e.g. websites, financial reports etc. Kindly fill in the required details.

Part 4: Executive Summary

Summarise the salient points of your proposal in no more than two (2) pages. Briefly describe your proposal and how it will meet the requirements of the RFP.

Part 5: Proposed Solution

The proposal should reflect the full understanding of all sections within the RFP.

Provide a complete point-by-point response in ALL sections within (i) Part 1 and (ii) Part 2. Include any additional information you deemed necessary to support your proposal, explaining how the proposed system would handle each requirement.

This complete point-by-point response shall be done in a form of a Compliance Table as shown below, for the following RFP documents:

REQUEST FOR PROPOSAL

Section 3:	Tender Procedures
Annex 5:	Individual Non-Disclosure Agreement
Annex 6:	Terms and Conditions on Usage of SIA IT Resources
Annex 7:	Information Security Requirements
Annex 8:	Scope of Work
Annex 9:	Glossary
Annex 10:	Pricing Table
Annex 11:	Contract

Para. No.	SIA Requirements	Compliance	Remarks
2.14	Award of Tender		
2.14.1	Any subcontractors or assigned Vendors shall be named with the Tender Submission. [SIA] reserve the right to reject subcontractors or assigned Vendors without giving reasons, where Vendors will have no right to make changes to the final price in terms of compensation and/or replacement.	Y	

Vendors should enter a "Y" (Yes) or "N" (No) to indicate if it complies with the RFP requirement as written.

Vendors who do not comply with an RFP requirement exactly as written must enter an "N" in the "Comply (Y/N)" column and propose changes to the original RFP Requirements to clearly indicate the changes to the original RFP Requirement.

** Compliance with the T & Cs of the Contract will mean no change to the wordings of the clauses stated therein.

Describe how other Vendors or Vendors products, if any, will be integrated into your solution processes.

Describe the approach, processes and methodologies that you will be using in the system you are proposing.

Proposal could include:

- Details of relevant experience in projects of similar nature
- Proposed Test management process/methodology, deliverables and schedule
- Test tools description and conditions of use, if any.
- Project management process/methodology, deliverables (e.g. project status etc.) and schedule
- Quality management plan
- Project organization structure and profile of key project team members
- Structure and relationship between the proposed team members
- Risk List and mitigation plan
- Other details on provision of training, transfer of knowledge/skill.
- State all assumptions and constraints explicitly
- State the time frame and schedule, from initiation till completion, for delivery of each (where possible) of the services/deliverables, and its respective deployment plan of resources used
- Specify the notification period for commencement of any extended work.

REQUEST FOR PROPOSAL

Part 6: Prior Experience

Vendors must provide extensive details of a minimum of three (3) projects, which they have relevant experience in. These must be similar to the nature of this Tender.

Part 7: Pricing/ Payment Terms

For work covered in this RFP, Vendors must submit a fixed fee proposal (provide price breakdown where possible) within the **Annex 10** (Pricing Table). For avoidance of doubt, the price should include all charges such as air tickets, per diems, hotel charges, travel expenses and any other expenses.

Provide a standard man-day rate to be used in the commercial proposal for all future work. This standard man-day rate will be effective for the duration of the Contract. Any assessment of Change Requests effort must be made free-of-charge to SIA and/or its subsidiaries.

All prices should be quoted in Singapore Dollars (SGD).

Provide a validity period of twelve (12) months from the deadline for Submission of Proposal.

Vendors shall bear any withholding tax, if applicable.

SIA reserves the right to award the RFP in whole, part or not at all.

REQUEST FOR PROPOSAL

SCOPE OF WORK (SUMMARY)

1. Background

- 1.1 SIA is implementing a service-based solution to replace its existing airline reservations, inventory and departure control system, known internally as Kriscom. This solution, called Passenger Booking Services System (PBSS) has been outsourced and will be hosted by Amadeus (based on their Altea product) for both SIA and Silkair
- 1.2 There are four main modules under the Altea solution. The cutover of Reservations (RES) and Inventory (INV) applications are expected to be via a big bang cutover in June 2012, while the deployment of the Flight Management (FM) and Customer Management (CM) applications will be rolled out progressively after Altea RES/INV cutover, with full cutover by June 2013.
- 1.3 This migration exercise from Kriscom to Amadeus Altea will impact an estimated 70 existing SIA and Silkair applications, which currently interface with Kriscom.
- 1.4 The following are the test cycles where the various test services are required in each phase
 - System Integration testing (SIT) (Covering Altea to SIA Middleware to SIA Impacted Applications and vice versa)
 - User Acceptance testing (UAT) of SIA specific gaps in the Altea system.
 - Business Process testing (BPT)
 - Functional Regression testing
 - Load and Performance testing
 - Rehearsals (To rehearse the activities that lead up to production cutover)
 - Wet Runs (To build the confidence of customer-facing end users in the system prior to full cutover. Typically done in the Migration or Production environment with an agreed set of test cases and involving as wide a range of customer facing end users as possible.)

2. Objective

- 2.1 The Objective of this RFP is to seek services to manage and support various testing activities such as test planning, scheduling, overall tracking of testing readiness, test data setup, helpdesk services, configuration management, functional regression testing and performance & load testing

3. Services

3.1 Central Test Admin

The Central Test Admin team (CTAT) serves to be the central coordinator for the involved parties in the testing cycles. These parties include, but are not limited to, the vendors, the IT team, the business rules team, the user roles/IDs team, the test leads and the data preparation team. The team shall report to the SIA PBSS Programme Management Office.

3.1.1 Test Planning and Communication

- Work with various parties to identify, plan for and communicate tasks and schedules for test preparation and test execution.
- Draw out and formalize test communication plan
- Work with business units to draw out test resource plans

3.1.2 Test Readiness Management

- Central coordinator with vendors, business units and technical units to ensure system readiness for each test cycle
- Track the progress of all tasks in the test schedule

3.1.3 Test Data/System/Environment Readiness

REQUEST FOR PROPOSAL

- Consolidate and streamline and baseline test data requirements

3.1.4 Test Support Strategy Definition

- Define standards and methodologies to facilitate effective and accurate test management and reporting.
- Define measurement and reporting guidelines for tracking test progress

3.1.5 Test Execution Support

- Work with test leads on progress reporting
- Work closely with Configuration Management Team to track and control software releases.
- Serve as an escalation point for test issues

3.2 Test data setup and management services

3.2.1 Define the process for request for test data

3.2.2 Establish test data management schedule in line with overall project schedule

3.2.3 Identify test data requirements such as test cases, test scenarios, data types, data sources, data dependencies, etc.

3.2.4 Responsible for data population in the test systems after a refresh by Amadeus.

3.2.5 Verify test data for accuracy and completeness before release for testing

3.2.6 Supply tools for data population and test data asset management for the duration of the engagement

3.2.7 Manage test data. It includes but is not limited to:

- Maintain an inventory of data in the test systems
- Arrange for data to be purged if no longer required
- Arrange for creation of new database on business needs

3.2.8 Periodic Status reporting & Escalation when necessary

3.3 Helpdesk service

3.3.1 Plan and define helpdesk support strategy

3.3.2 Define support structure and logistics process of logging issues/defects

3.3.3 Establish end-to-end issue management, coordination and reporting mechanism

3.3.4 Manage Helpdesk

3.3.5 Provide 1st level support for all the problems reported to the help desk

3.3.6 Channel all reported problems to correct 2nd level support for resolution

3.3.7 Track all the reported issues/problems till closure

3.3.8 Escalate where applicable

3.3.9 Produce reports (Eg: weekly, monthly and regular statistics of incidents, etc.)

3.3.10 Establish knowledge base

3.4 Configuration Management

REQUEST FOR PROPOSAL

- 3.4.1 Identify and define process to track physical relationships and logical dependencies between components, subcomponents, applications, servers, networks, documentation, and the myriad of parts of the IT environment
- 3.4.2 Control load of new releases
- 3.4.3 Maintain and track changes to project components
- 3.4.4 Provide status reports
- 3.4.5 Maintain up-to-date configuration management database
- 3.4.6 Supply tools for tracking various project artifacts for the duration of engagement
- 3.4.7 Perform periodic configuration audit to validate project components as listed in 3.4.1

3.5 Functional Regression Testing

- 3.5.1 Plan and establish regression testing procedure for business users to submit their requirements for regression testing
- 3.5.2 Define regression test selection criteria
- 3.5.3 Build and execute test scripts
- 3.5.4 Supply regression test tools for the duration of engagement
- 3.5.5 Monitor and track regression test progress
- 3.5.6 Provide periodic status reports & escalate when necessary

3.6 Performance and Load Testing

- 3.6.1 Gather performance test requirements and key performance indices (KPIs)
- 3.6.2 Develop Performance/Load test execution plan and schedule
- 3.6.3 Supply performance and load test tools for the duration of engagement
- 3.6.4 Build and execute test scripts
- 3.6.5 Monitor and track performance/Load test progress
- 3.6.6 Provide periodic status reports & escalate when necessary
- 3.6.7 Review test results to identify bottlenecks and highlight performance deviations

4. Project Requirements

- 4.1 The Vendor is required to establish a capable project team with sound Airline system knowledge and a prior testing experience to ensure smooth delivery of the project. The Vendor shall also describe the roles and experience of the key members proposed for each module.
- 4.2 The Vendor shall state how quality shall be managed for each module and describe the approach, processes and methodologies.
- 4.3 The Vendor shall provide knowledge transfer, user manuals and training, where applicable.

REQUEST FOR PROPOSAL

- 4.4 While vendors are allowed to bid for parts of the scope of the RFP, preference will be given to Vendors who are able to provide a complete solution and bid for all the 6 main modules (as stated in Section 3) specified in the RFP. Vendors are to specify cost of each distinct component in their quote and state clearly where combinations of components attract a reduction in cost. SIA reserves the right to award to Vendor in whole, parts or not at all.
- 4.5 The Vendor shall indicate the proposed team structure and provide CVs of key members for every module specified in this RFP
- 4.6 The Vendor shall propose a deployment plan of its resources for the duration of the contract by module, and where the same resource cannot be committed for the duration of the contract, how it intends to ensure the successful handover of roles and responsibilities and subject matter expertise.
- 4.7 The Vendor shall propose a plan on the successful handover of duties to SIA and Silkair designated staff during the transition period to postproduction period.

REQUEST FOR PROPOSAL

ANNEX 1: VENDOR PROFILE MATRIX FOR TR503

Please complete the Matrix briefly (URLs are not acceptable). Additional information can be given as an attachment and / or in the relevant parts of your tender proposal.

Category/Section	Description
Corporate Information	
Company's Name and Address	
Year of Incorporation	
Parent Company Name and Address (if any)	
Mission and Direction	
Core Competencies / Business	
Revenue for the 3 most current year-end periods <i>*Include past 3 years' audited financial statements</i>	
Net Profit for the 3 most current year-end periods	
Paid up share capital to date	
Retained Earnings as at 3 most current year-end periods	
Technology / Business Partner	
Contact Person's Name, Job Title, email address, mobile & DID contact no., fax no.	
Attendees to Project Briefing A maximum of three (3) representatives are allowed to attend the project briefing. Each organisation being represented must submit the Non-Disclosure Agreement (NDA). List the attendees' name, NRIC / Passport No., nationality, vehicle no. (if any), job title, and organisation name	
Company Experience	
PSS (Passenger Services System) Project Experience - Number of years - State the projects title (a brief description can be given as attachment) - When was it implemented? - Who is the customer? - State the PSS product used.	
Relevant SIA Experience - State the projects scope (a brief description can be given as attachment)	
Domain Experience in the area of Central Test Admin Support, Test Data Management, Helpdesk Services, Configuration Management, Functional Regression Testing and Performance Testing State details for the above mentioned domain areas individually - Total Number of overall <u>calendar</u> years - State the project titles (a brief description can be given as attachment) - Total Number of <u>calendar</u> years for each project - When was it implemented?	

REQUEST FOR PROPOSAL

Category/Section	Description
– Who is the customer?	
Relevant Customer Reference - list three (3) references	
Resources	
The CV of the proposed Central Test Admin Team lead	
Number of Staff Worldwide and in Singapore - Worldwide - Singapore	
State the number of staff with experience in the following:- PSS Implementation in Singapore and Worldwide. Project Management Central Testing Administration and Support Test Data Management 1 st Level Helpdesk Configuration Management Functional Regression testing Performance and Load testing Others (please specify)	
Project Management and Test Methodology	
Project Management Methodology Adopted	
Testing services methodology adopted	
Information Security and Quality Assurance	
State whether your organisation has a series of documented Information Security policies and Quality Assurance policies.	
Existing Information Security policies (Yes / No) Existing Quality Assurance policies (Yes / No)	

Page 23 of 30

REQUEST FOR PROPOSAL

ANNEX 3: IPT DECLARATION BY VENDOR/CONTRACTING PARTY

Tender No. 503 Testing Support Services for PBSS (SIA Passenger Booking and Servicing System)

(To be completed by a Corporation)

To: **Singapore Airlines Limited**

We, hereby declare as follows:
(Name of Vendor/Contracting Party)

- | | YES | NO |
|--|--------------------------|--------------------------|
| 1 We are a company in which the CEO of SIA and/or *his/her Immediate Family (directly or indirectly) have an interest of 30% or more. | ☐ | ☐ |
| 2 We are a company in which a Director of SIA and/or *his/her Immediate Family (directly or indirectly) have an interest of 30% or more. | ☐ | ☐ |
| 3 We are a company in which Temasek and/or its subsidiaries when taken together (directly or indirectly) have an interest of 30% or more. | ☐ | ☐ |

If answer to paragraph 3 is yes, please also indicate below:

- 3.1 Whether the shares in your company are held directly by Temasek and/or by Temasek subsidiaries/associates, and name such subsidiaries/associates, if any.

- 3.2 Whether you are listed, or you are a member of a group of companies listed (name the company which is listed), on the Singapore Exchange Securities Trading Limited or any other exchange (name such exchange, if applicable). If you are, please state the names of the directors and audit committee members of the listed company.

- 3.3 If the above answer is positive, please provide a list of your directors and the members of your audit committee (if you are listed) or (if you are a member of a listed group) a list of the directors and members of the audit committee of the group committee which is listed.

4. We are none of the above. ☐ ☐

We confirm that the above information is true and correct. We understand that you require the information to comply with Chapter 9 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

Name:

Signature:

Designation:

Date:

Note: * Delete as appropriate

REQUEST FOR PROPOSAL

DEFINITIONS

“Associate” : (a) In the case of a Director or the CEO of SIA:

- 1 his immediate Family;
 - 2 the trustees of any trust of which he or his Immediate Family is a beneficiary or, in the case of a discretionary trust, is a discretionary object; and
 - 3 any company in which he and his Immediate Family together (directly or indirectly) have an interest of 30% or more; or
- (b) In relation to Temasek:
- (i) its subsidiaries; or
 - (ii) any company in which Temasek and/or its subsidiaries when taken together (directly or indirectly) have an interest of 30% or more.

“Immediate Family” : In relation to a Director or the CEO of SIA:

- (a) his spouse;
- (b) his child, adopted child or step-child;
- (c) his sibling; and
- (d) his parent.

“SIA” : Singapore Airlines Limited.

“Temasek” : Temasek Holdings (Private) Limited, a company incorporated in Singapore.

REQUEST FOR PROPOSAL

ANNEX 4

DECLARATION OF PARTICIPATION BY RELATIVES/ASSOCIATED COMPANIES

ANNEX 4: DECLARATION OF PARTICIPATION BY RELATIVES/ASSOCIATED COMPANIES

Tender No. 503 Testing Support Services for PBSS (SIA Passenger Booking and Servicing System)

Vendor must declare whether any associated company, business partner or relatives are bidding in this tender exercise.

Vendors who make false declarations will be disqualified.

Please complete the Section which is applicable.

Section 1

I declare that I have no associated company, business partner or relative taking part in the tender.

Signature

Name & Designation

Company Stamp

Section 2 *(Please use new page if space is insufficient.)*

I declare that the following person/company is also bidding in the tender:

No.	Name of Person/Company	Relationship to Vendor
1		
2		
3		

Signature

Name & Designation

Company Stamp

REQUEST FOR PROPOSAL

ANNEX 5: INDIVIDUAL NON-DISCLOSURE AGREEMENT

To be signed by the appointed vendor only after award of tender

1.1 Recognition of Singapore Airlines' Rights

At all times during my employment with _____ <vendor name> and thereafter, I will hold in strictest confidence and will not disclose, use, lecture upon or publish any of the Singapore Airlines' Proprietary Information (defined below), except as such disclosure, use or publication may be required in connection with my work for the Singapore Airlines, or unless an officer of Singapore Airlines expressly authorizes such in writing. I will obtain Singapore Airlines' written approval before publishing or submitting for publication any material (written, verbal, or otherwise) that relates to my work at Singapore Airlines and/or incorporates any Proprietary Information. I hereby assign to Singapore Airlines any rights I may have or acquire in such Proprietary Information and recognize that all Proprietary Information shall be the sole property of Singapore Airlines and its assigns.

1.2 Proprietary Information

The term "Proprietary Information" shall mean any and all confidential and/or proprietary knowledge, data or information of Singapore Airlines. By way of illustration but not limitation, "Proprietary Information" includes

- (a) trade secrets, inventions, mask works, ideas, processes, formulas, source and object codes, data, programs, other works of authorship, know-how, improvements, discoveries, developments, designs and techniques (hereinafter collectively referred to as "Inventions"); and
- (b) information regarding plans for research, development, new products, marketing and selling, business plans, budgets and unpublished financial statements, licenses, prices and costs, suppliers and customers; and
- (c) information regarding the skills and compensation of other employees of Singapore Airlines.

Notwithstanding the foregoing, it is understood that, at all such times, I am free to use information which is generally known in the trade or industry, which is not gained as result of a breach of this Agreement, and my own, skill, knowledge, know-how and experience to whatever extent and in whichever way I wish.

1.3 Third Party Information

I understand, in addition, that Singapore Airlines has received and in the future will receive from third parties confidential or proprietary information ("Third Party Information") subject to a duty on Singapore Airlines' part to maintain the confidentiality of such information and to use it only for certain limited purposes. During the term of my employment with _____ <vendor name> and thereafter, or when I leave my employer, I will hold Third Party Information in strictest confidence and will not disclose to anyone (other than Singapore Airlines personnel who need to know such information in connection with their work) or use, except in connection with my work for Singapore Airlines, Third Party Information unless expressly authorized by an officer of Singapore Airlines in writing.

1.4 No Improper Use of Information of Prior Employers and Others

During my employment, I will not improperly use or disclose any confidential information or trade secrets, if any, of any former employer or any other person to whom I have an obligation of confidentiality, and I will not bring onto the premises of Singapore Airlines any unpublished documents or any property belonging to any former employer or any other person to whom I have an obligation of confidentiality unless consented to in writing by that former employer or person. I will use in the performance of my duties only information which is generally known and used by persons with training and experience comparable to my own, which is common knowledge in the industry or otherwise legally in the public domain, or which is otherwise provided or developed by Singapore Airlines.

I hereby sign this Non Disclosure Agreement as an addendum to the contract agreement signed between _____ <vendor name> and Singapore Airlines Ltd. with regards to

_____ <project name>.

IN WITNESS WHEREOF, the following parties hereto have executed this Non-Disclosure Agreement as of the date stated below.

Team Member

Signature _____
Name _____

Title _____

Date _____

Project Manager

Signature _____
Name _____

Title _____

Date _____

REQUEST FOR PROPOSAL

ANNEX 6: TERMS AND CONDITIONS ON USAGE OF SIA IT RESOURCES

To be signed by the appointed vendor only after award of tender

Pursuant to _____ Agreement dated _____
 ("Agreement") between _____ < Company > and SIA, this letter is to
 confirm your said engagement by SIA will be subject to the terms and conditions of the Non-Disclosure Agreement dated
 _____ signed between _____
 < Company > and SIA, and the following terms and conditions (which is not exhaustive).

In the performance of the services set out in the Agreement and to any and all other IT resources that SIA may have in future, you are advised and you agree and undertake to strictly adhere to the following terms and conditions ("T&Cs"):

(A) GENERAL

1. You agree and shall:
 - a. endeavour to strictly comply with SIA's security policies when using or accessing SIA's IT resources including but not limited to, e-mail, intranet, and applications.
 - b. protect the confidentiality of the PIN(s) or password(s) assigned to him/her at all times, and ensure that the same is not revealed or disclosed in any manner whatsoever to any person or persons whomsoever, within SIA or outside.
 - c. use the IT resources strictly for official company business only, and will be responsible to ensure that resources will be used for the purpose intended for.
 - d. acquire, install and use licensed and authorised software by SIA only, and in a manner permitted by the license.
 - e. be responsible for the data accessed, retrieved, changed, stored or transmitted through any of the company's IT resources.
 - f. inform SIA (SIA_CIRT@singaporeair.com.sg) as soon as possible if they suspect that there is an IT security breach or when they experience an IT security breach.
 - g. return to SIA all documents, papers, memoranda, software, hardware and any other property that you obtained from or prepared for SIA during the course of your engagement in SIA. You further undertake not to retain or make a copy such material or any part thereof, nor will you reconstruct such material based upon any confidential information known to you during your engagement with SIA.
2. You shall under no circumstances:
 - a. use SIA's IT resources for
 - i. private purpose, social or any unlawful purposes such as, but not limited to, vice, gambling or other criminal purposes;
 - ii. sending to or receiving from any person any messages which is offensive on moral, religious, communal or political grounds, or is abusive or of an indecent or menacing character;
 - iii. making defamatory statements about any person, party or organisation;
 - iv. circulating "chain letters" or spreading rumours;
 - v. distributing third party copyright materials;
 - vi. distributing trade secrets or sensitive corporate information which may cause damage to the organisation, financially or otherwise; or
 - vii. persistently sending messages without reasonable cause or for causing any threat, harassment, annoyance, inconvenience or needless anxiety to any person whatever.
 - b. engage in system activities that may in any way, result in inconvenience to other users of the system, or compromise the security of SIA's systems and network. Any attempts to crash the system, introduce malicious codes including but not limited to viruses and trojan horse, gain unauthorised access, sabotage other systems using account or resources on SIA's system and network, or any other malicious attempts that cause any form of system damage to SIA's systems and network are all acts deemed as violations of these T&Cs.
 - c. attempt to or break the security mechanism which has been installed on SIA's computer equipment.
 - d. gain access or attempt to gain access to any computer system, information or resources without authorisation by the owners or holders of the right to such systems, resources and/or information.
 - e. violate intellectual property rights to the information or resources available.
 - f. make any copy or copies of any program/software that has been installed on your computer other than for backup or archival purposes.
 - g. download to the desktop or server any software that is subject to distribution limits.
 - h. transmit or remove confidential systems, applications or information/data from SIA premises without SIA's approval.
 - i. port or transmit any information or software (into or out of SIA's network) which contains :
 - i. a virus, worm or other harmful component;
 - ii. prohibited material as defined by the Broadcasting Act (Chapter 28).
 - j. attach any unauthorised computer equipment, e.g., modem, to SIA's PC/workstation.
 - k. connect to an external network using computer equipment, e.g., a modem, while your PC, notebook or similar computer equipment is logged onto the SIA network.
 - l. bring in to SIA premises personal or <Company> computer equipment such as notebooks with the intention of connecting on to SIA's network, without prior authorisation by SIA. In the event such permission is granted, you shall:

REQUEST FOR PROPOSAL

- i. ensure that the notebook is free of malicious codes such as viruses, worms or other harmful components by installing the latest updated version of an acceptable anti-virus software with its latest signature file on the notebook. Anti-virus software from the following companies are acceptable : McAfee, Symantec, and Trend Micro.
- ii. undertake that you will not, under any circumstances, connect to an external network, e.g., through a modem, while you are logged on to the SIA network.

(B) MISUSE OF SIA IT RESOURCES

SIA's systems are subjected to audit and users should therefore not expect a right to privacy.

Any unauthorised access or attempted access may be an offence under the Computer Misuse Act and/or any relevant applicable law within and outside Singapore.

[For employers only] You undertake that you will ensure that any personnel under your employment and all others under your employment, including any sub-contractors or agents, having access to any of the confidential information and documents or such matters are subject to the same obligations as set out in the abovementioned T&Cs.

[For employers only] SIA reserves the right to request the removal of any of your employee from the Project team forthwith and/or terminate the Agreement forthwith if you or any employee or subcontractors or agents commits a breach of or is in non compliance with any provision of these T&Cs. Should SIA request the removal of such employee, you will endeavour to procure a replacement. Any such replacement offered by you shall be subject to SIA's prior written consent, which consent shall not be unreasonably withheld.

I acknowledge and agree that any act or omission which in any way is in contravention with the terms and conditions set out herein is expressly prohibited by law, may result in civil and criminal penalties to which I will be liable.

[For employers only] I further agree that I will at my expense, indemnify, defend and hold harmless SIA from any claim brought or filed by a third party against SIA due to my aforesaid act or omission.

[For employers only] I undertake to pay liquidated damages of a minimum of S\$10,000 to SIA if it is established that malicious code has been introduced into SIA's network or a security breach has occurred, arising from an infringement of these T&Cs. SIA reserves the right to terminate the contract in the event of a serious security breach.

The terms set out are acceptable to me, and are hereby agreed to:

{PRIVATE}

AUTHORISED SIGNATURE

NAME: _____

DESIGNATION: _____

COMPANY: _____

DATE: _____

REQUEST FOR PROPOSAL

This page is intentionally left blank.