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AFALULA

REQUEST FOR PROPOSAL (RFP)

Transportation of Collections

AlUla: Wonder of Arabia — Rome 2027

Museo Nazionale Romano — Terme di Diocleziano, Rome

Tender information	Details
Client	AFALULA — Agence Française pour le Développement d’AlUla
Project partners	Royal Commission for AlUla (RCU) and Museo Nazionale Romano (MNR)
RFP issue date	9 November 2026
Q&A session	Week of 23 November (TBC)
Proposal submission deadline	7 December 2026, 11:59 PM CET
Preferred bidder / selection	11 December 2026 (target)
Contract award	18 December 2026 (target)

This RFP is based on the current exhibition concept, collections scope, venue plans and provisional object list. Object selection, locations, weights, dimensions, routes and dates remain subject to confirmation by AFALULA/RCU/MNR.

1. Purpose of the RFP

AFALULA invites qualified specialist fine-art logistics providers to submit a technical and financial proposal for the end-to-end transport and art-logistics services required for AlUla: Wonder of Arabia (AWoA), to be presented at the Museo Nazionale Romano (MNR) — Terme di Diocleziano in Rome in 2027.

The selected provider will be responsible for planning and executing the safe movement of the exhibition objects from their collection/storage locations in the Kingdom of Saudi Arabia to Rome and back, including mounting (soclage) in Italy, specialist art handling, lifting and rigging, customs and airport formalities, international transport, crate storage, on-site unpacking/installation support including specific material for installation and conservation, deinstallation/repacking, return transport, nail-to-nail insurance and project management.

2. Project Background

AlUla: Wonder of Arabia is a flagship cultural-diplomatic exhibition co-produced by AFALULA the and Royal Commission for AlUla (RCU). The Rome edition is developed with the Museo Nazionale Romano and will occupy Halls X and XI of the Terme di Diocleziano. The exhibition follows earlier presentations in Paris and China and brings archaeological, historical and ethnographic material from AlUla and the wider north-west Arabian landscape into dialogue with Rome. The venue is a protected historic complex with permanent archaeological features, including mosaics and monumental tombs. The transport and installation methodology must therefore

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combine museum-standard object care with careful planning for access, lifting, floor loading, route protection and coordination with the venue and scenography teams.

3. Exhibition & Venue Parameters

Parameter	Current basis
Venue	Museo Nazionale Romano — Terme di Diocleziano, Rome, Italy
Exhibition galleries	Hall X (approx. 480 m²) and Hall XI (approx. 440 m²)
Scenography fabrication / installation	4 January – 19 March 2027
Artifact installation window	1 – 23 March 2027
Opening night	23 March 2027 (target)
Public opening	24 March 2027 (target)
Exhibition close	30 June 2027
Artifact deinstallation / packing	1 – 11 July 2027
Return shipment	From 11 July 2027, subject to final programme

The venue plan supplied with the tender shows Halls X and XI, protected architectural elements, a large floor mosaic, permanent tombs/sarcophagi and constrained access points. Bidders must review the annexed venue plan and identify any implications for crate dimensions, handling routes, lifting equipment, temporary floor protection, turning radii and delivery sequencing.

4. Provisional Collection Profile

The provisional comparative object list currently contains around 220 object records (187 artefacts + mounts) selected or under consideration from RCU’s Collections. The list is dynamic and will be refined. The following figures are provided for logistics planning only and do not constitute a final packing list: Note an additional list is provided with artifacts that will be loaned by the National Museum of Rome for inclusion in the exhibition.

Planning indicator	Current provisional data
Object records	187, plus mounts
Current location — AlUla	179 artefacts in Museum
Current location — Riyadh / Four Winds	8 objects
Records with stated kg weight	records
Aggregate stated weight	Approx. 5,200 kg across records where weight is stated; not a shipment gross weight excluding the weight of the crates and mounts . Exact weight **TBC.**
Heaviest identified object	Approx. 680 kg monumental statue. **TBC as well.**
Other major heavy objects	Approx. 594 kg statue; 576 kg inscribed lintel; 526 kg decorated column; 480 kg statue fragment. 222 kg column, 179 kg inscription, 138 kg statue; 137 kg, statue, 95 kg inscription, 90 kg altar, 90 kg incense burner **TBC as well.**
Materials represented	Stone, sandstone, ceramics/terracotta, metals, glass, textiles, leather, wood, bone/keratin, organic materials and mixed media. **TBC as well.**
Condition sensitivity	Includes fragile textiles/organic materials, corroded metals and stone objects with powdering or other conservation concerns, but each object will be conserved and stabilized prior shipping **TBC as well.**

The bidder must base its pricing on the annexed provisional object list and clearly state assumptions. Final crate count, gross weights, dimensions, selected objects and collection points will be confirmed during mobilisation. No bidder should infer that every provisional object will travel.

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5. Scope of Services

5.1 Logistics planning and mobilisation

- Appoint a senior project manager as single point of contact for AFALULA/RCU and maintain responsibility through completion of the return shipment.
- Review the final object list, condition information, existing mounts/crates, storage locations, access constraints and venue delivery routes.
- Prepare a consolidated logistics plan covering, road legs, air freight, customs, courier interface, delivery sequencing, installation, storage, deinstallation and return.
- Produce and maintain a risk register, responsibility matrix, contact list, movement schedule and escalation protocol.
- Coordinate with AFALULA, RCU Collections, MNR, the scenographer/exhibition production vendor, conservators, government relations teams, airports, airlines, customs brokers and any approved subcontractors.

5.2 Packing and Additional crating

- Coordinate with the RCU collections vendor to confirm that packing and additional crates are conform for road and air transport.

5.3 Artifact handling, lifting and rigging

- Provide trained a minimum of 5 (five) museum art handlers including 1 (one) coordinator who are qualified rigging/lifting personnel for loading, offloading, unpacking, positioning, installation support, deinstallation and repacking. Extra hands may be necessary for the heaviest pieces – please plan ahead accordingly and clearly state when extra hands may be need in your timeline.
- Provide all required lifting equipment, gantries, hoists, forklifts/pallet trucks, skates, slings, spreader beams, ramps, temporary protection and ancillary equipment, subject to venue approval.
- Prepare object-specific method statements and lift plans for heavy or complex objects, including the monumental statues and architectural stone elements.
- Comply with venue floor-loading, access, safety and heritage-protection constraints. No equipment may be used at MNR without the required approvals.

5.4 Mounting / object supports

- The selected provider shall be responsible for the fabrication of custom-made mounts of the MNR’s artworks where mounting is identified as required by MNR in the annexed object list, for the MNR’s artifacts.
- The bidder must follow the object list strictly for all mounting requirements. Existing mounts, mounts to be reused, objects requiring new or adapted mounts, and any object-specific mounting information stated in the list must be treated as binding planning data unless MNR and RCU Collections issues a written revision.
- No new mount, modification, adaptation or substitution may be fabricated or implemented without prior approval from MNR and RCU Collections and, where relevant, the appointed conservator and the scenographer/exhibition production vendor.
- Mounts shall be custom-made as required, conservation-safe, structurally appropriate to the object, compatible with the approved scenography/showcase/plinth design, and designed to permit safe installation and deinstallation without damage to the object.
- The provider shall verify mounting requirements during mobilisation, flag any missing, inconsistent or technically unworkable information in the object list, and submit mount drawings/specifications and fabrication methodology for approval before production.

5.5 Outbound transport: KSA to Rome

- Collect packed/crated objects from the confirmed locations in AlUla and Riyadh.
- Provide secure, air-ride, climate-appropriate fine-art road transport for domestic legs and airport transfers.
- Arrange international air freight using routes and carriers approved by RCU Collections, with dedicated pallets/ULD planning as appropriate.
- Provide airport supervision, security coordination, palletisation/de-palletisation and tarmac/warehouse supervision where permitted and required.
- Deliver and offload all crates at MNR in accordance with the agreed installation sequence and venue delivery slots.
- If the vendor wishes to inspect all the items and packing prior to the shipment, the vendor should coordinate with RCU collections access and provide additional support if required to unpack and repack

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the crates.

5.6 Customs, export/import and regulatory formalities

- Manage or coordinate all customs and airport clearances at departure and arrival, Customs Inspection & Security Charges, including temporary export/import and re-import/re-export requirements as applicable.
- Liaise with RCU Government Relations, AFALULA, Italian authorities, MNR and appointed customs brokers on permits, cultural-property documentation, packing lists, pro-forma values, airway bills and other required documentation or warranties and bonds.
- Identify all lead times, document dependencies and regulatory risks at mobilisation. The bidder must not assume that permits will be obtainable at short notice.

5.7 Unpacking and installation at MNR

- Provide art/artefact-handlers and equipment for unpacking and installation support during the expected 1–23 March 2027 window.
- Coordinate the sequence with RCU, AFALULA, and MNR Collections teams, who retain collections authority and will supervise object handling/condition checks.
- Provide rigging and lifting for large statues and heavy architectural objects, install the objects on their approved mounts, plinths or within showcases as instructed, and ensure that all mounting operations strictly follow the annexed object list and approved mounting documentation.
- Remove packing waste and empty crates from the museum promptly after installation.
- Provide 20kg of silica-gel cassettes conditioned at RH 35% and 40% (quantity to be confirmed) or other packing/display consumables only where specifically instructed and priced.

5.8 Empty crate storage

- Transport empty crates and reusable packing materials from MNR to secure, clean, pest-controlled and environmentally appropriate storage for the exhibition duration.
- Maintain an inventory and location register of all crates and packing components.
- Return crates and packing materials to MNR in the correct sequence before deinstallation.

5.9 Deinstallation, repacking and return transport

- Provide a minimum of 5 (five) artifact handlers including 1 (one) coordinator who are qualified riggers and equipment for deinstallation and repacking, currently expected 1–11 July 2027. Extra hands may be necessary for the heaviest pieces – please plan ahead accordingly and clearly state when extra hands may be need in your timeline.
- Repack objects using the approved crates and materials, taking account of end-of-display condition checks and any updated conservation instructions.
- Coordinate with MNR, Italian export/airport formalities, international transport, KSA import/re-entry formalities, domestic delivery and offload to the confirmed return locations.
- Provide proof of delivery and final movement documentation for each crate/object consignment.

5.10 Insurance

The bidder shall provide, or clearly price as an option if instructed by AFALULA, all-risk nail-to-nail fine-art insurance covering the outbound journey, exhibition period, deinstallation and return journey. The proposal must state insurer, basis of cover, limits, deductibles/excesses, exclusions, territorial scope, sub-limits, claims procedure and any conditions precedent. Final declared values will be provided separately by the Client/RCU. Final insurance certificate proposal must be reviewed and approved by RCU.

6. Technical Requirements

Requirement	Minimum expectation
Fine-art vehicles	Dedicated or appropriately segregated vehicles; air-ride suspension; secure load restraint; GPS/tracking; alarm/security arrangements; climate control where required by object profile and route.
Air freight	Museum/fine-art handling procedures; Air-side supervision; robust pallet/ULD planning; minimum handling/transit time; controlled handovers; avoidance of unnecessary transhipment where practicable.
Environmental management	Bidder to propose temperature/RH strategy by object/material and route, including acclimatisation and data logging where required.
Custom Inspection	During all custom inspections and opening of any crates ensure presence of RCU designated Courier.
Security	Confidential routing; vetted personnel/subcontractors; secure overnight parking/storage; chain-of-custody records; incident escalation.

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Requirement	Minimum expectation
Tracking & records	Crate/object movement register, scan or signed handover records, airway bills, customs documents, delivery receipts, incident logs and final dossier.
Heavy objects	Engineered lift plans/method statements for major stone objects; certified equipment and competent operators; venue approval before execution.
Heritage venue protection	Protection of floors, walls, thresholds and permanent archaeological features; no fixing or loading without MNR approval.

8. Required Deliverables

#	Deliverable	Target timing / acceptance basis
1	Mobilisation plan, programme, RACI, contact matrix and risk register	Within 10 working days of contract award; approved by AFALULA/RCU.
2	Object/crate logistics register and survey report	Following access to final object list and storage surveys; all assumptions flagged.
3	Provide installation material	20kg of silica-gel cassettes conditioned at RH 35% and 40% (quantity to be confirmed)
4	Mounting register, mount survey and approved mount drawings/specifications	Before mount fabrication; strictly reconciled with the annexed object list and approved by MNR and RCU Collections.
5	Heavy-object method statements and lift plans	Before any relevant movement; approved by venue/collections/H&S stakeholders.
6	Outbound route and shipment plan	Minimum 6 weeks before departure, or earlier where permits require.
7	Customs / permit document tracker	Live from mobilisation through return; no unresolved critical dependency at shipment release.
8	Outbound shipment execution and delivery dossier	February–March 2027; complete handover and proof-of-delivery records.
9	Installation art-handling services	15–23 March 2027; executed to approved programme and collections instructions. TBC up to 7 days of installation
10	Crate storage register	March–June 2027; secure storage and complete inventory.
11	Deinstallation and repacking services	1–11 July 2027; executed to approved programme. TBC up to 5 days of deinstallation
12	Return shipment and final delivery dossier	From 11 July 2027; complete customs and proof-of-delivery records.
13	Final close-out report	Within 10 working days of final delivery; incident summary, final inventory and lessons learned.
14	Nail-to-nail insurance	For RCU Collections

9. Project Management & Coordination

- The senior project manager must be available from mobilisation through final return and close-out and must attend regular coordination meetings.
- Weekly progress meetings are expected during planning, increasing in frequency during, shipment, installation and deinstallation periods.
- The provider must issue concise written status reports covering programme, completed actions, upcoming milestones, permits/customs, risks, decisions required and budget/change status.
- Any proposed subcontractor remains under the prime contractor’s responsibility. Key subcontractors, customs brokers, storage providers, road carriers and overseas agents must be identified in the tender.

10. Scope Boundaries / Exclusions

Unless expressly included as an option in the bidder’s commercial offer, the following are outside the core transport-provider scope:

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- Curatorial selection and final object approval.
- Conservation treatment and formal condition checks, which are led by RCU Collections/conservators and their vendor.
- RCU courier travel costs, including flight tickets and subsistence.
- Scenography design, fabrication and multimedia production.
- Professional collection photography, unless requested as an optional service.

11. Bidder Qualifications

- Demonstrable experience in international museum and archaeological-artifact logistics, including government or national museum loans.
- At least three relevant projects completed within the last five years involving international air freight, customs and installation of high-value or fragile cultural property.
- Proven experience handling heavy stone sculpture/architectural elements in the 500–700 kg range or above.
- Established fine-art logistics capability or specialist partner network in both KSA and Italy/Europe.
- Qualified art handlers, riggers, project managers and customs specialists; evidence of training/certification to be supplied.
- Appropriate corporate, public liability, employer liability, carrier liability and professional/fine-art insurance arrangements.
- Ability to comply with AFALULA/RCU/MNR confidentiality, security, H&S, heritage and collections requirements.

12. Technical Proposal Requirements

The technical offer should be submitted in PDF format and should include, at minimum:

- Executive summary and understanding of the project.
- Company profile, legal entity, relevant licences/accreditations and international network.
- Named project team and organisational chart, including senior project manager, KSA lead, Italy lead, customs lead and heavy-lift/rigging lead.
- Three to five comparable references with client, venue, date, object types, transport mode and scope performed.
- Detailed methodology for packing/crating, collection, road transport, air freight, customs, delivery, installation, storage, deinstallation and return.
- Preliminary routing proposal and indicative shipment strategy, including proposed airports and assumptions.
- Heavy-object handling methodology for the largest provisional objects.
- Environmental-control and monitoring approach.
- Security and chain-of-custody approach.
- Project programme and staffing plan for each operational phase.
- Risk register identifying at least the ten principal logistics risks and proposed mitigations.
- List of proposed subcontractors/agents and exact scope of each.
- Deviations, exclusions and assumptions schedule.

13. Financial Proposal Requirements

The financial offer must be transparent, itemised and sufficiently detailed to permit comparison between bidders. Prices should be stated exclusive and inclusive of applicable taxes where relevant, with currency and exchange-rate assumptions clearly identified.

Pricing line	Required breakdown
Project management	Monthly/phase fee; travel assumptions; on-site attendance.
Surveys & mobilisation	Site surveys, route/access studies, planning and documentation.
Mounting / soclage	new custom mounts, drawings, fabrication and installation; priced strictly against the annexed object list.
KSA road transport	Collect crates and handling, vehicles, trips, security, overnight/storage, airport transfers.
Air freight outbound	Freight, fuel/security surcharges, pallet/ULD charges, airline handling and agent fees separated.
Customs/export/import	Brokerage, documentation, airport and custom charges, permits and disbursements.

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Pricing line	Required breakdown
Rome delivery & installation	Vehicles, handlers, riggers, lifting equipment, venue protection, supervision, installation materials.
Crate storage	Monthly storage rate, transport to/from storage, environmental/security conditions.
Deinstallation	Handlers, rigging/lifting, packing materials and supervision.
Return freight	Italy road/airport, air freight, KSA clearance and final road delivery.
Insurance	Separate premium/fee with basis of calculation and exclusions.
Optional services	Any optional photography, additional conservation support, couriers, data loggers, escorts, emergency storage, etc.

Bidders must also provide unit rates for additional art handlers, project-manager days, vehicles, storage days, crate fabrication, forklifts/gantries/hoists and other likely variations. Any contingency must be separately identified and not embedded invisibly in unit prices.

14. Tender Programme

Milestone	Date
RFP issue date	9 November 2026
Confirmation of participation	16 November 2026
Q&A session	Week of 23 November (TBC)
Proposal submission deadline	7 December 2026, 11:59 PM CET
Preferred bidder / selection	11 December 2026 (target)
Contract award	18 December 2026 (target)
Mobilisation	Immediately following award
pre-shipment preparation	January–February 2027, final programme TBC
Outbound shipment	February 2027 / timed to support installation
Installation at MNR	1–22 March 2027
Opening night / public opening	23 March 2027
Crate storage	March–June 2027
Deinstallation & packing	1–11 July 2027
Return shipment	From 11 July 2027

15. Evaluation Criteria

Compliant bids will be evaluated on technical quality and financial competitiveness. AFALULA may request clarifications, interviews or revised submissions from shortlisted bidders.

Criterion	Weight
Technical offer	50%
— Company relevance, project understanding and comparable references	7,5%
— Team members / experts and international network	10%
— Technical methodology, routing, handling, risk management and deliverables	25%
— Project management, programme and coordination methodology	7,5%
Financial offer	50%

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16. Submission Instructions

Interested bidders are invited to submit their proposal electronically no later than 7 December 2026 at 11:59 PM CET to:

- Claire Pinault — Head of Exhibitions & Interpretation — claire.pinault@afalula.com
- Simon Garcia — Director of Cultural Development — simon.garcia@afalula.com (copy)
- Margaux Falciasecca — Project Coordinator — margaux.falciasecca@afalula.com (copy)

The submission should include: (i) administrative documents and company registration; (ii) signed commitment form; (iii) technical offer; and (iv) detailed financial offer. Late or incomplete submissions may be rejected.

17. Tender Assumptions and Reservations

- The object list is provisional and may change. The Client reserves the right to add, remove or substitute objects and to adjust locations and shipment sequencing.
- Final declared insurance values, export documentation, conservation release status and courier arrangements will be confirmed separately.
- All routes, carriers, storage locations, crates, packing systems, handling methods and major equipment are subject to Client/RCU/MNR approval.
- AFALULA may require collaboration with designated specialists or incumbent providers where operational access makes this necessary.
- Bidders are responsible for identifying any information missing from the tender that is essential to safe execution and for stating all assumptions in their offer.

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18. Annexes

Annex	Document
Annex 1	Commitment Form / Act of Engagement
Annex 2	Pricing schedule — bidder to complete
Annex 3	AWOA Italy — Exhibition Concept
Annex 4	Provisional object list (Excel) and artifact list from RCU and MNR
Annex 5	Terme di Diocleziano — Halls X–XI venue plan / object footprint plan
Annex 6	RCU crate specifications — to be provided / confirmed if not included in tender package

Annex 1 — Recommended Pricing Schedule

Bidders may use their own commercial format provided that the following cost headings are clearly separated and all assumptions are stated.

Ref.	Cost heading	Qty / basis	Unit rate	Total	Notes / assumptions
P1	Project management				
P2	Surveys / mobilisation				
P3	Mounting / soclage — strictly per object list				
P4	KSA art handling / rigging				
P5	KSA road transport				
P6	Outbound air freight				
P7	Outbound customs / airport charges				
P8	Rome delivery / offload				
P9	Installation art handling / lifting				
P10	Crate storage and transfers				
P14	Deinstallation / repacking				
P15	Return air freight				
P16	Return customs / airport charges				

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Ref.	Cost heading	Qty / basis	Unit rate	Total	Notes / assumptions
P17	KSA final delivery / offload				
P18	Insurance				
P19	Optional services				

Annex 2 — Commitment Form

I, the undersigned _____ (first name, last name and position), acting on behalf of _____ (company name, legal form and address), confirm that I have reviewed the consultation documents relating to “Artwork Transport, Packing, Art Handling & International Logistics — AlUla: Wonder of Arabia — Rome 2027”.

By signing this document, our company commits, if selected by AFALULA, to carrying out the required services in accordance with the tender requirements and the conditions set out in our submission, comprising the administrative file, technical proposal and financial offer.

Confidentiality, Non-Disclosure and Survival

1. Confidential Information. The Bidder shall keep strictly confidential this RFP, its annexes, supporting documents, clarifications and all information disclosed or made available by or on behalf of AFALULA, RCU or MNR in connection with the tender, whether in written, oral, electronic, visual or other form (“Confidential Information”). This includes object lists, images, valuations, condition information, collection and storage locations, security arrangements, transport routes, schedules and technical or commercial information, whether or not marked confidential.

2. Restricted use and disclosure. The Bidder shall use Confidential Information solely for preparing and submitting its proposal and responding to tender clarifications. Access shall be restricted to those employees directly involved in preparing the proposal who strictly require the information for that purpose. Disclosure to any external adviser, proposed subcontractor, agent, affiliate or other third party shall require AFALULA’s prior written approval and shall be limited to persons directly involved in preparing the proposal on a strict need-to-know basis. Before any permitted disclosure, the Bidder shall ensure that the recipient is bound by written confidentiality and restricted-use obligations no less protective than those set out herein. The Bidder shall remain responsible for any breach by persons to whom it provides access.

3. Safeguarding and non-disclosure undertaking. The Bidder shall apply appropriate technical and organisational safeguards to prevent unauthorised access, copying, use or disclosure. It shall not publish, circulate or otherwise make available any Confidential Information, or make any public announcement concerning the tender or its participation, without AFALULA’s prior written approval. The Bidder shall execute a separate non-disclosure agreement in the form required by AFALULA before receiving confidential tender materials. Such agreement shall supplement, and shall not reduce, the obligations set out in this clause.

4. Exceptions and mandatory disclosure. These obligations shall not apply to information that the Bidder can demonstrate was lawfully in its possession without restriction before disclosure, becomes publicly available other than through a breach of confidentiality, is lawfully received from a third party without restriction, or is independently developed without use of Confidential Information. Where disclosure is required by applicable law or a binding order of a competent authority, the Bidder shall, to the extent legally permitted, notify AFALULA in advance, disclose only the minimum information legally required and cooperate in seeking protective measures.

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5. Breach and return of information. The Bidder shall notify AFALULA immediately upon becoming aware of any actual or suspected unauthorised access, use or disclosure and shall cooperate in containing and remedying it. Upon AFALULA’s written request, or upon withdrawal, rejection or cancellation of the tender, the Bidder shall promptly return or securely destroy all Confidential Information, including copies and extracts, and confirm compliance in writing. Any information required to be retained by law shall remain protected under this clause and shall not be used for any other purpose.

6. Survival. The confidentiality, non-disclosure and restricted-use obligations shall apply irrespective of whether the Bidder submits a proposal or is awarded a contract. They shall survive withdrawal, rejection, cancellation or completion of the tender and the expiry or termination of any resulting contract for **five (5) years from the later of those events**. Obligations concerning trade secrets and non-public collection-security information, including storage locations, security systems and transport-security arrangements, shall continue for so long as that information remains confidential. Contract award shall not authorise any additional use or disclosure except as expressly permitted under the resulting contract.

> By signing this Commitment Form, the Bidder expressly accepts the confidentiality, non-disclosure, restricted-use and survival obligations set out above, independently of whether it is selected or any contract is awarded.

Done in _____ on _____

Name / title: _____

Signature of legal representative: _____

Annex 3 — AWOA Italy – Exhibition Concept

Please see tender package.

Annex 4 — Provisional object list (Excel) and artifact list

Please see tender package.

Annex 5 — Terme di Diocleziano — Halls X–XI venue plan / object footprint plan

Please see tender package.

Annex 6 — RCU crate specifications — to be provided / confirmed if not included in tender package

Please see tender package.