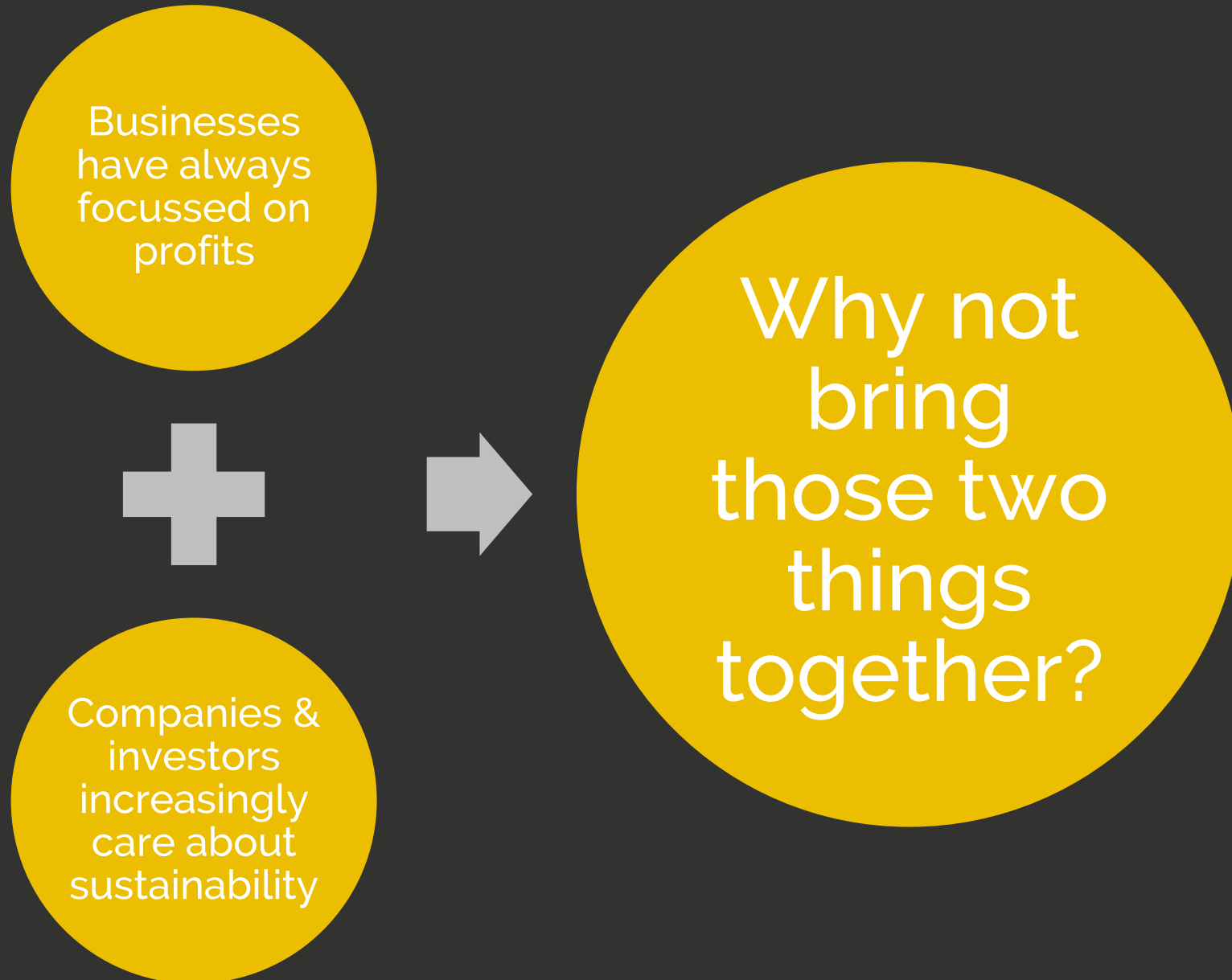


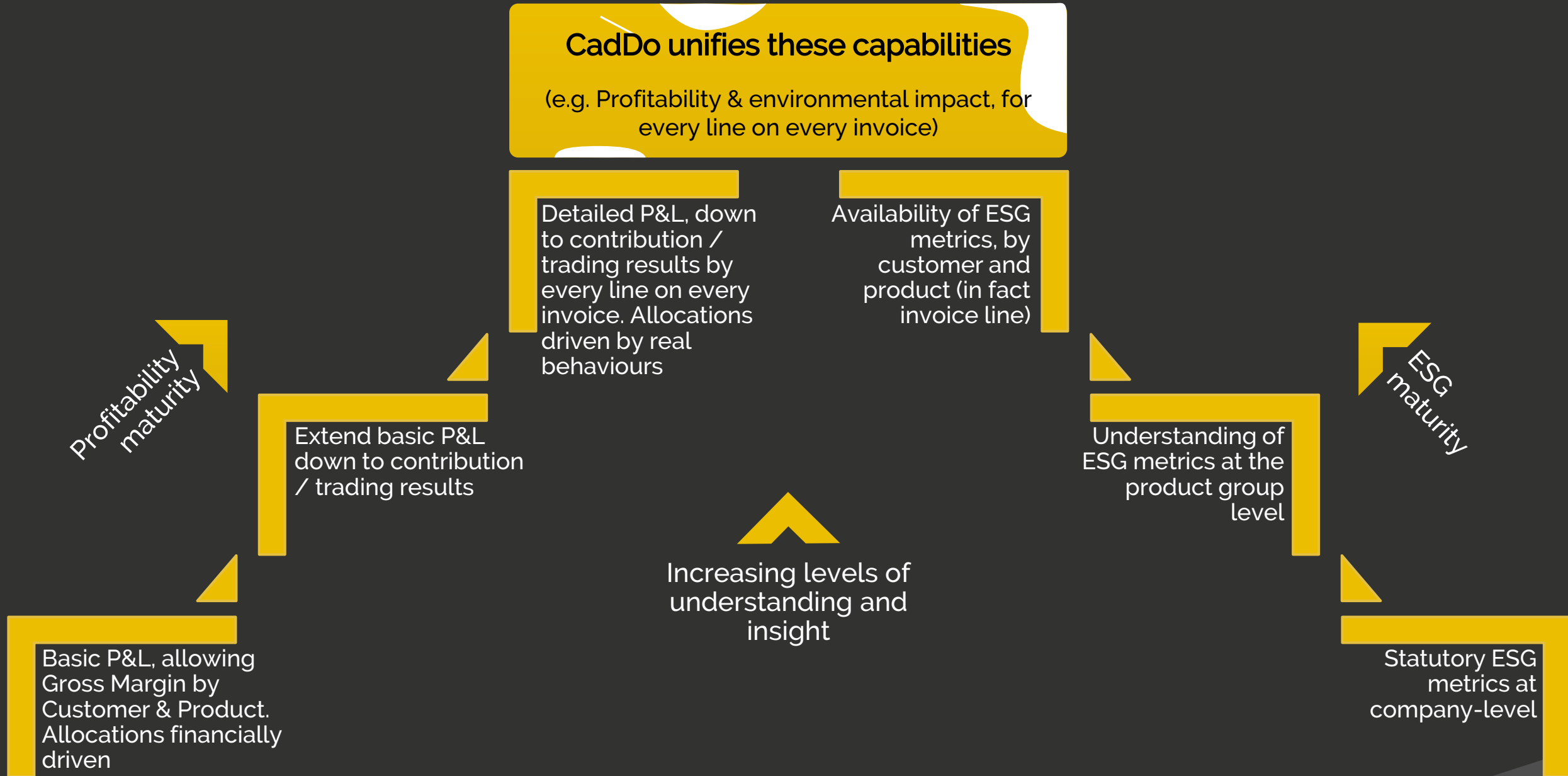


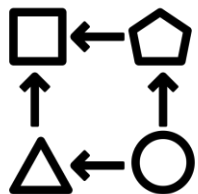
CadDo

Sustainable Profitability with CadDo

September 2019







CadDo Transformation

Technical expertise in data integration and business modelling with unique cross-functional skills



CadDo Calculate

Class-leading calculation Software as a Service (SaaS) running on Microsoft's global Azure platform



CadDo Analytics

Track record of helping clients improve business performance using Data Science methodologies

Underpinned by expertise in both profitability and sustainability data and analytics

Aon

ABInBev

Unilever

actiam

TÜRK
TUBORG

Asahi

GRÄNDE.

BT

Pension
Protection
Fund

mitie

★ Heineken

MillerCoors

GROUPE RENAULT

TESCO

DIAGEO

TechData

What is Sustainable Profitability?

- A powerful tool making previously unseen cost & profitability information easily accessible to decision makers
- This cost data is further augmented by including sustainability metrics, such as carbon footprint and water utilisation...so the environmental cost of each product and customer is also understood

How it supports Performance Management

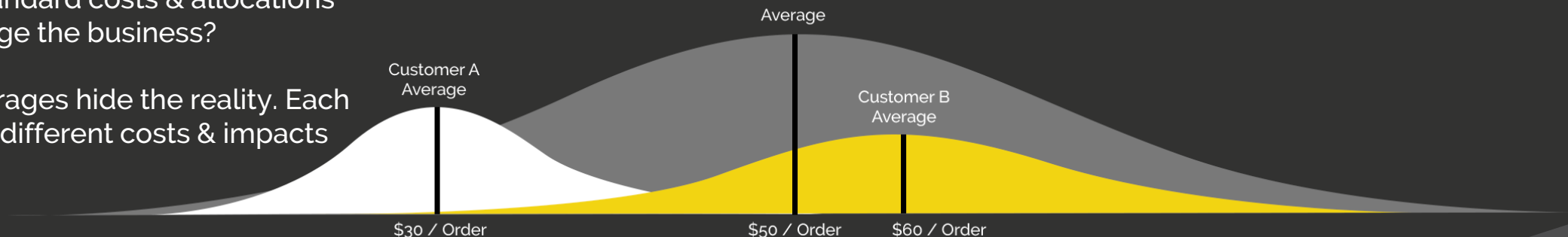
- Uncover hidden opportunities with a clear view of customer / product profitability & environmental impact, at the lowest level of detail, across all business dimensions & activities
- Enrich decision making with automated KPI packs, reports and simulation tools
- Enable cross-functional initiatives, using readily available transactional data

What's the output?

- Much more than analytics: It's a rich pool of data containing your entire P&L, showing every business activity and environmental metric you define, by every line on every invoice across all business dimensions
- Accessible in Excel, Power BI or any other BI tool of your choice
- In depth analysis & business cases, performed by CadDo, on the pressure points in your market

Question: Are standard costs & allocations enough to manage the business?

Answer: No. Averages hide the reality. Each customer drives different costs & impacts



6 Why augment profitability data with Sustainability (ESG) data?

The light on ESG is shining brighter than ever before

Millennials are investing between \$15-20t in US-based ESG investments

MSCI

In 2018, €44.6b net new investment in Europe was in funds with ESG criteria

Broadridge

89% of investment consultants anticipate an increase of client interest in ESG

Eurosif

But there is still a gap between expectation and reality

40% of advisors say that lack of understanding of ESG holds back investment

Cerulli

Data challenges make ESG investment more complex and expensive

BNP Paribas

Lack of comparable data is a major hindrance for 43% of investors

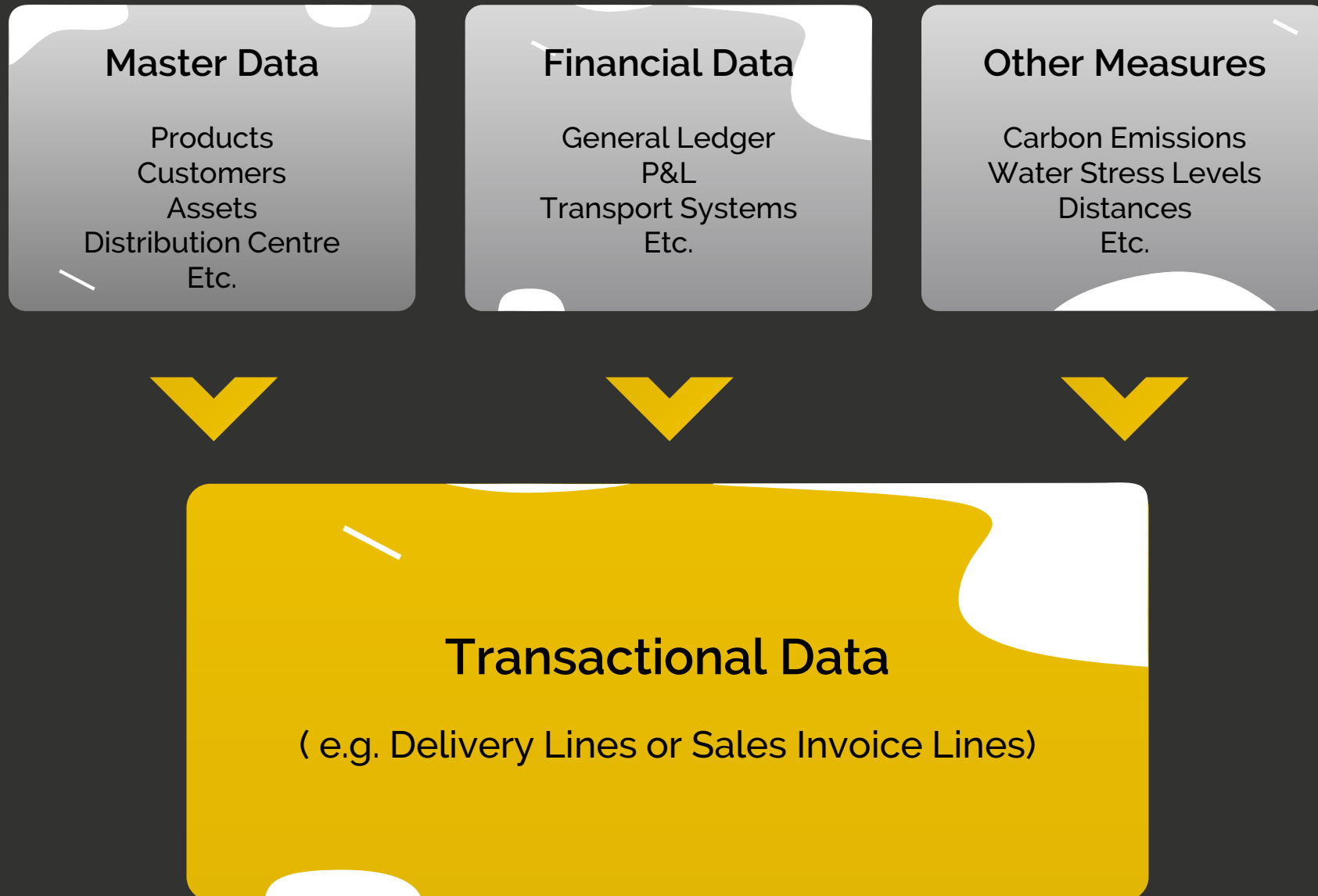
CFA

There is a need to start viewing companies not just by their financial metrics...but by their **ESG Score**

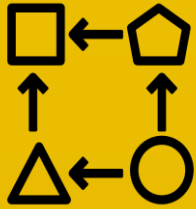
Environmental

Social

Governance



We are a team of cross-functional experts across all these areas, allowing this 3-step model to be delivered efficiently without separate resources



CadDo Transformation

- Extract, Transform and Load clean data into CadDo Calculation
- An essential task at the start of the process to enable disparate data sources to be collated
- Business logic does not reside here: This is a data transformation process



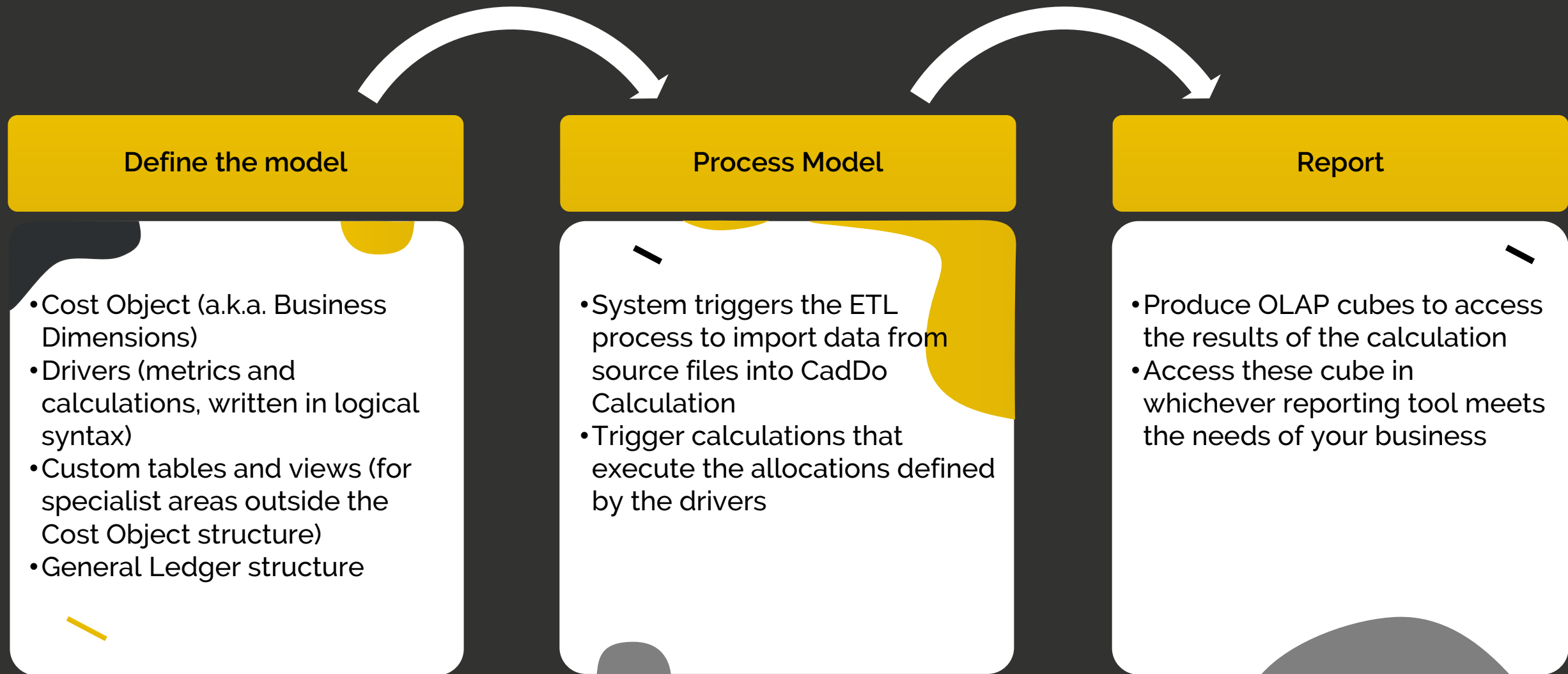
CadDo Calculate

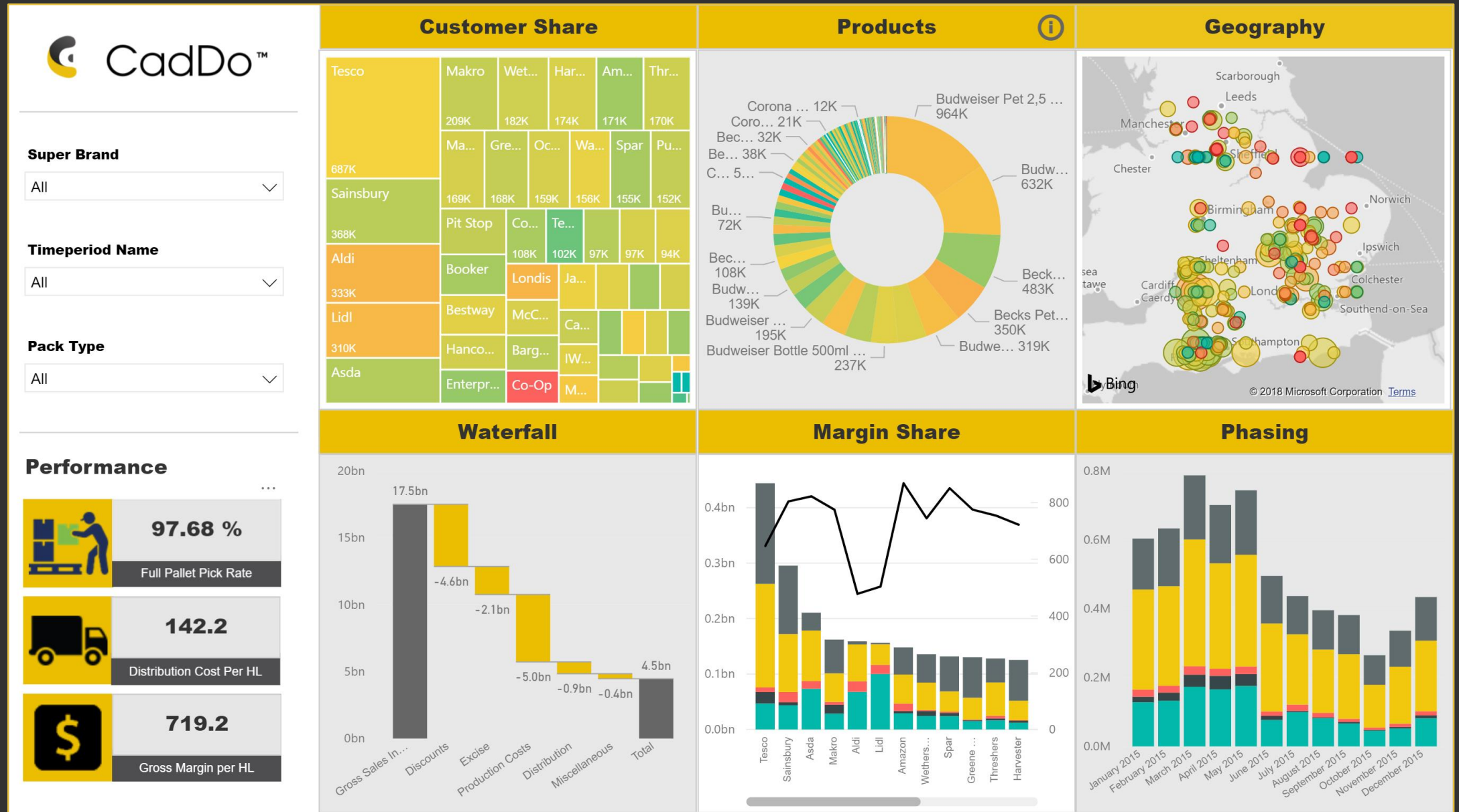
- Perform the logical calculations & allocations needed
- 100% of business logic sits here
- Allows understandable equations to be written & kept transparent
- Ensures logic is valid and dependencies maintained
- Allows for calculation logic changes to sit independently of source data

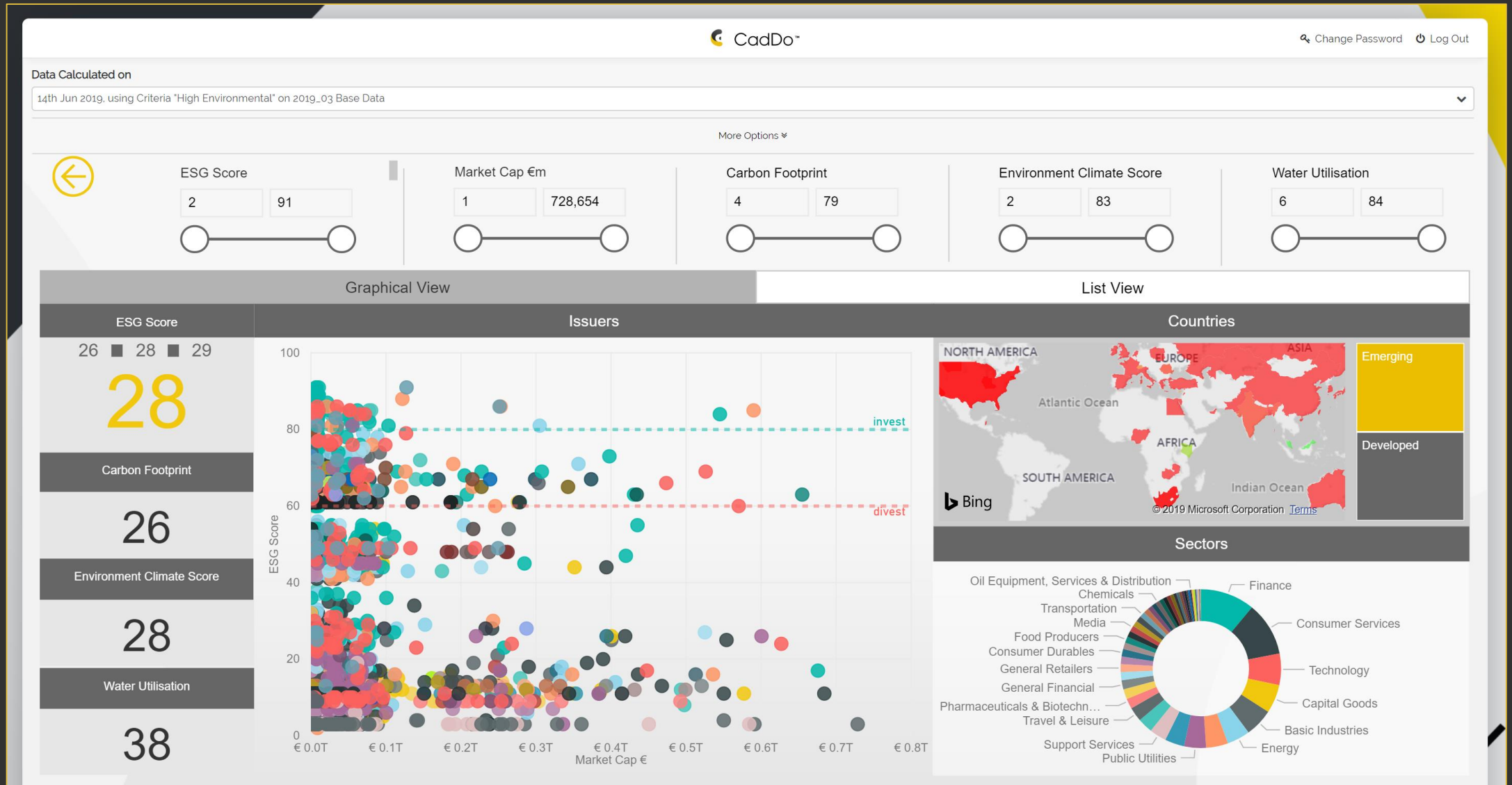


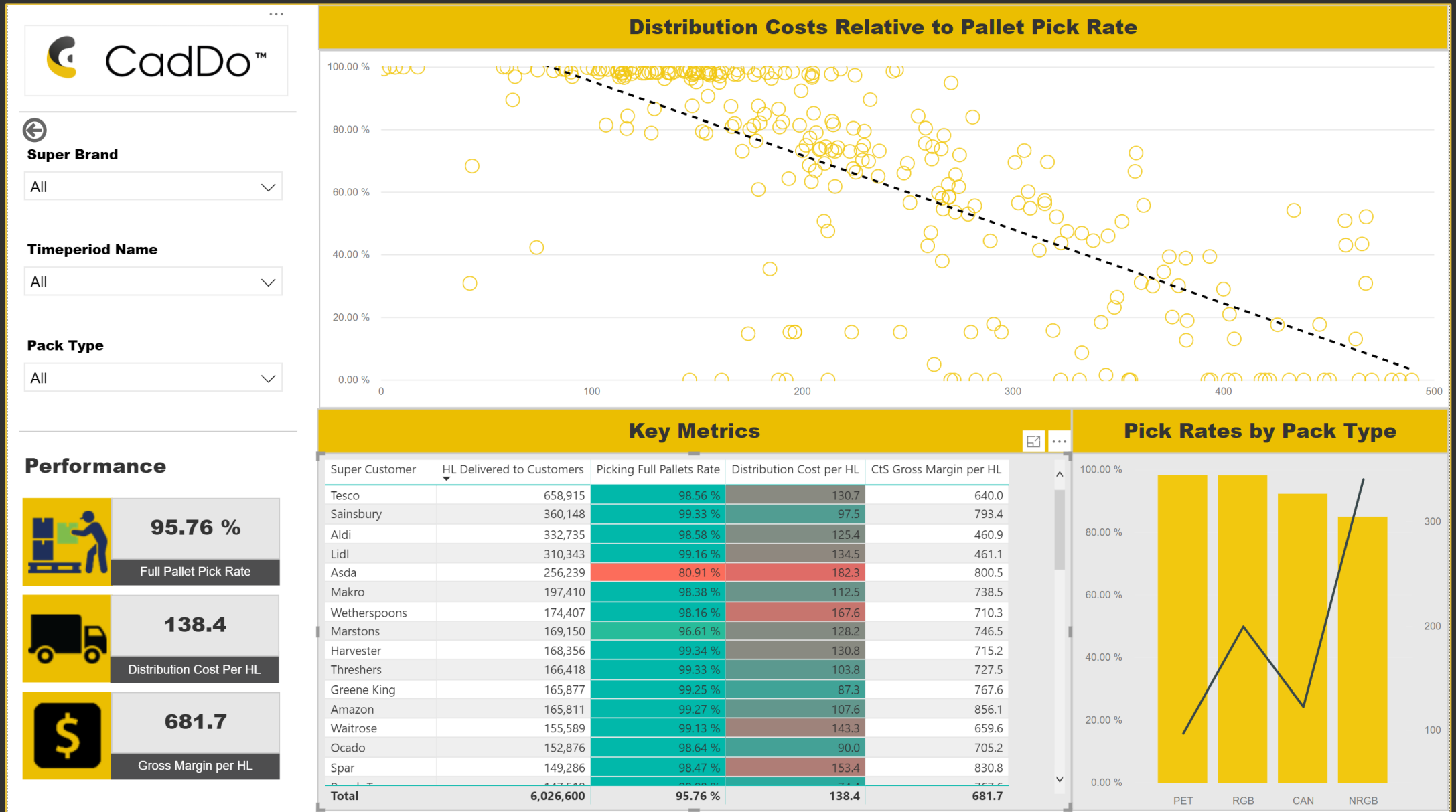
CadDo Analytics

- Acts as the user-facing layer
- Allows 'approved' data to remain static whilst the back-end model is adjusted or reprocessed
- Does not contain business logic.
- Attributes & measures come from the Calculation Engine
- OLAP cubes can be access by your BI tool of choice





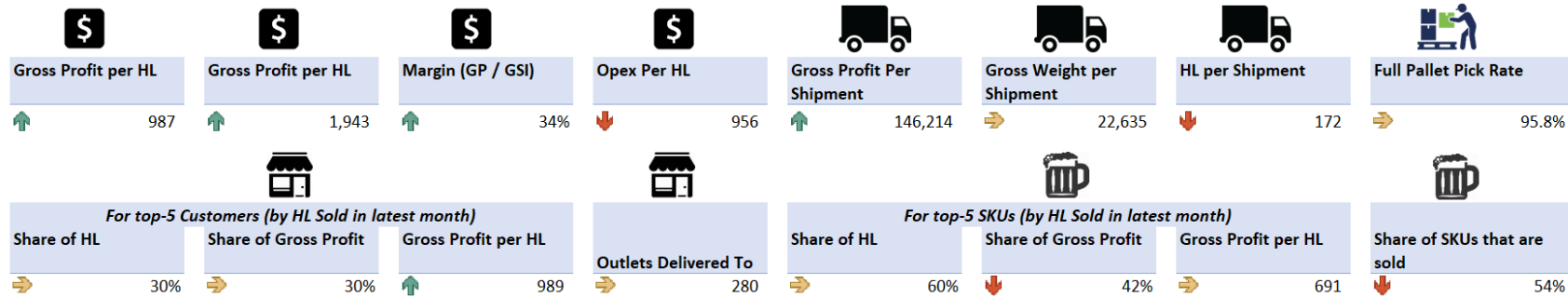




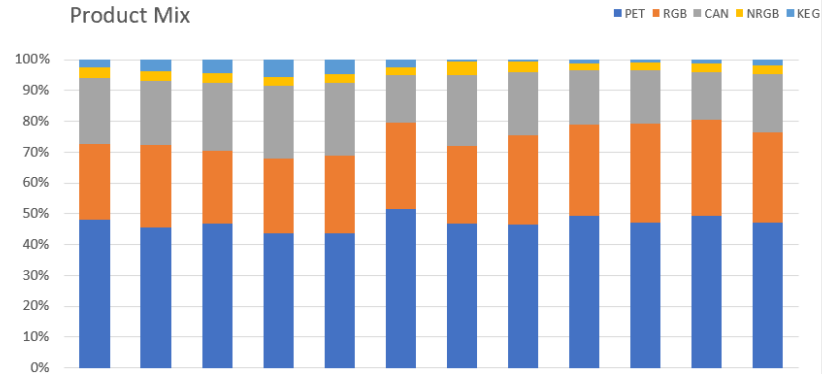
Monthly KPIs, Fed from Cost to Serve

August 2019

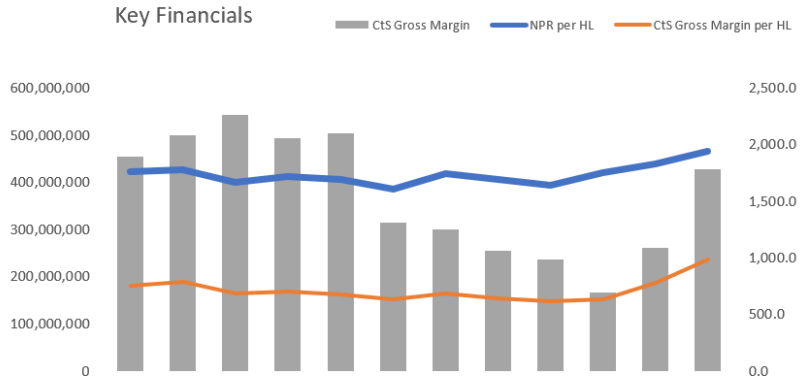
Comparisons against average of current month and previous 11 months



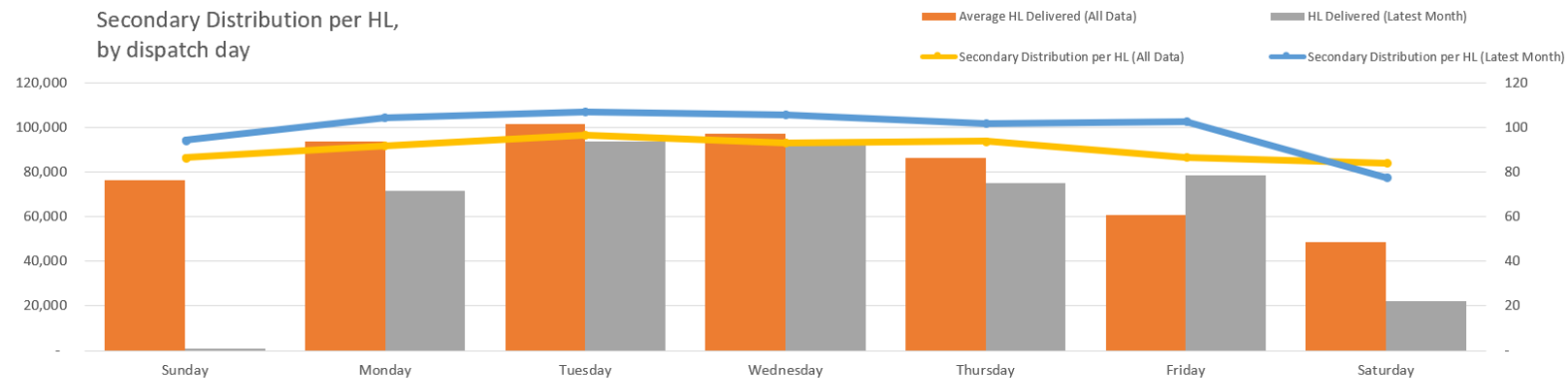
Product Mix

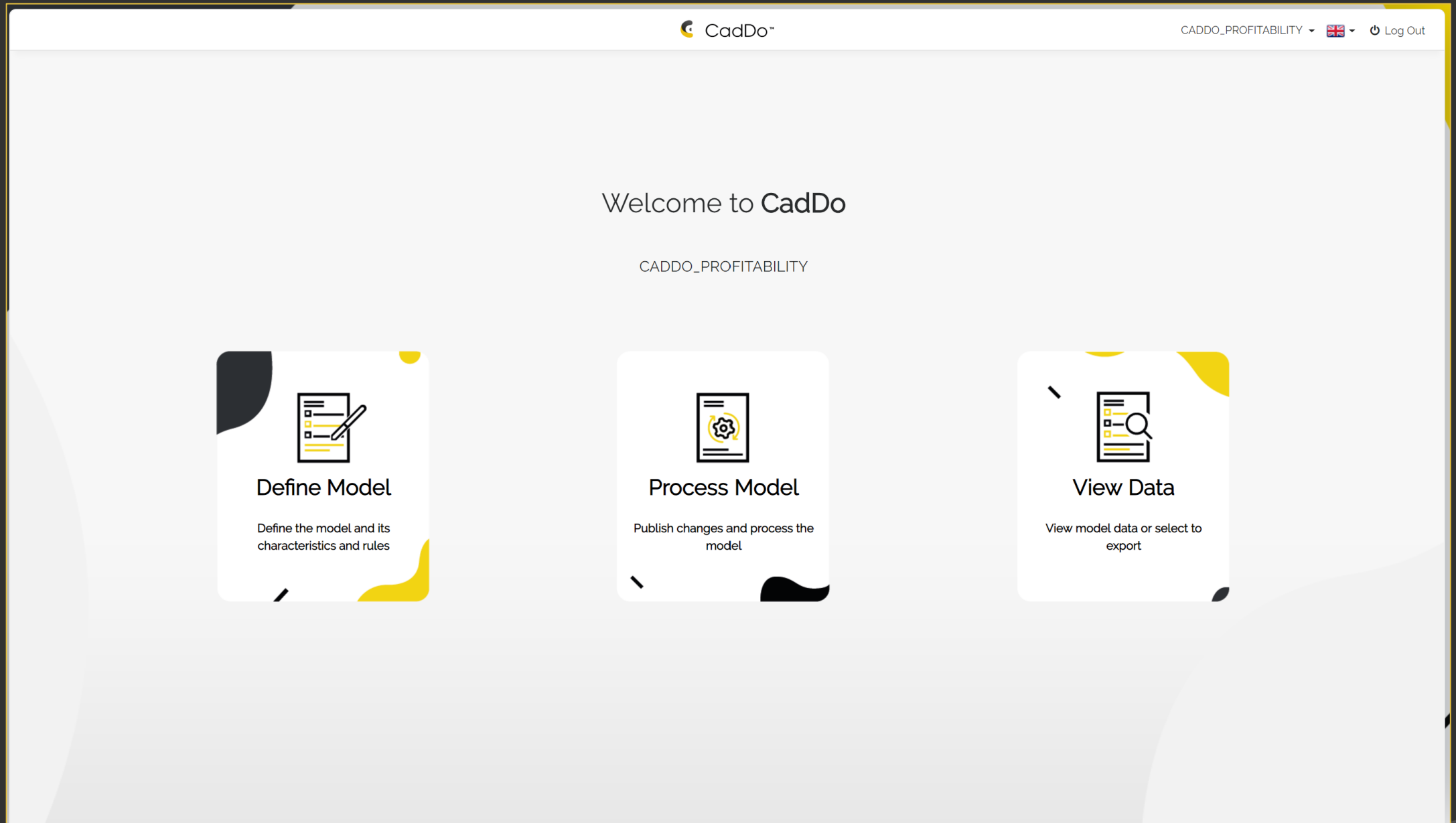


Key Financials



Secondary Distribution per HL, by dispatch day





CADD0_PROFITABILITY

 Log Out

Drivers CADD0_PROFITABILITY

Edit

Driver Name	Dimension	Equation	Data Type	Driver Type	Index Type	Cube Dimension	Cube Measure	Override Equation with SQL	Allow Nulls	Notes
Accounts_Payable_ACT	Line_Item	CUSTOMALLOCATE(I	FLOAT							
AIS_Cisco_SBU_Product_Marketing_ACT	Line_Item	CUSTOMALLOCATE(I	FLOAT							
AIS_Sales_EM_C_ACT	Line_Item	CUSTOMALLOCATE(I	FLOAT							
BadBox_Liquidation_ACT	Line_Item	CUSTOMALLOCATE(I	FLOAT							
CA_Depreciation	Line_Item	CUSTOMALLOCATE(I	FLOAT							
CA_Hardware_SoftwareSupp_Maint	Line_Item	CUSTOMALLOCATE(I	FLOAT							
CA_Misc	Line_Item	CUSTOMALLOCATE(I	FLOAT							
CA_Pres_CFO_Americas	Line_Item	CUSTOMALLOCATE(I	FLOAT							
CM_Buy_Up_Promo_Removal	Customer_Mate		FLOAT							
CM_CD_Count_CMP	Customer_Mate	COUNT(I(CMP_IDI)	INT							
CM_CD_Price_Extended	Customer_Mate	SUM(CASE I(LIN_Invoice	FLOAT							Total(Looku
CM_CD_Total_Revenue	Customer_Mate	SUM(I(LIN_Net_Sell_Pric	FLOAT							I(LIN_Item).
CM_CDW_Software_Support	Customer_Mate		BIGINT							
CM_Checkbook	Customer_Mate		FLOAT							
CM_Checkbook_Promotions	Customer_Mate		FLOAT							
CM_Company_Code	Customer_Mate		VARCHAR(4)							
CM_Customer_Bump_Rebates	Customer_Mate		FLOAT							
CM_Customer_ID	Customer_Mate		VARCHAR(10)							
CM_Customer_MDF_Rebates	Customer_Mate		FLOAT							



Thank You