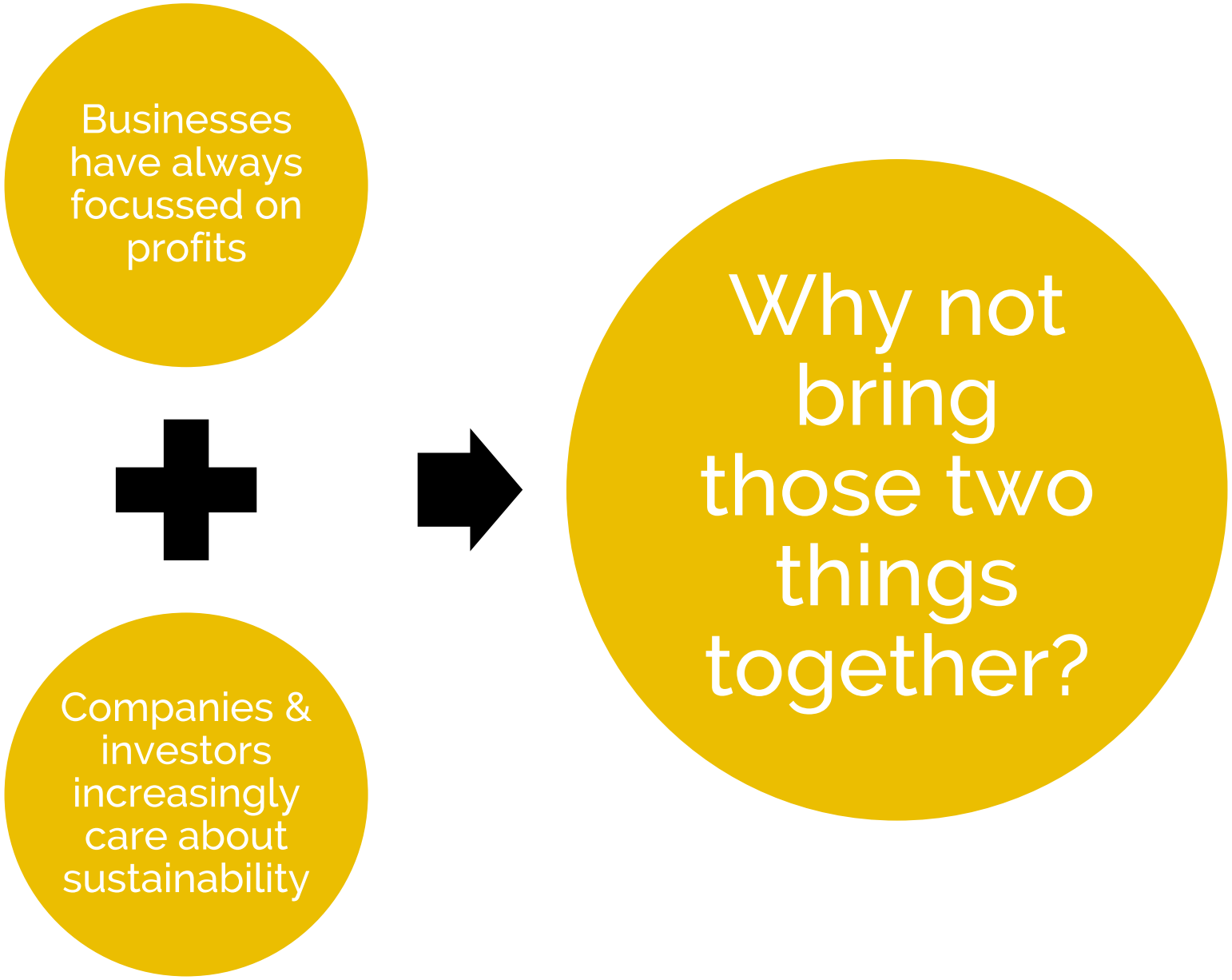
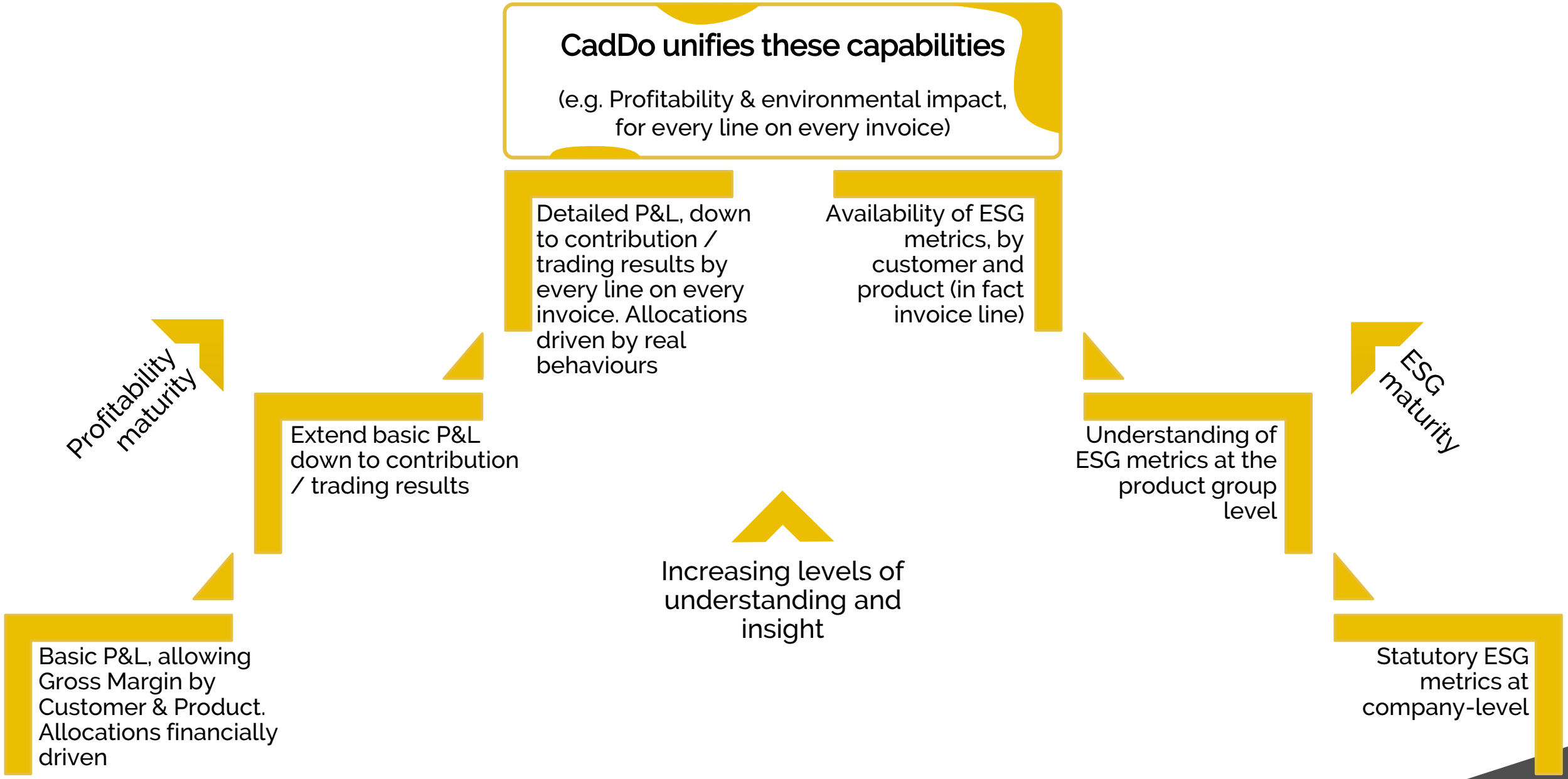
CadDo™

Sustainable Profitability with CadDo

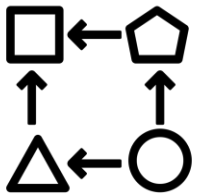
January 2021


Businesses have always focussed on profits
Companies & investors increasingly care about sustainability
Why not bring those two things together?

The maturity curves of profitability and ESG (Environment, Social & Governance) data



Our business



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 profitability & sustainability data, and analytics we help our clients in abroad range of areas, such as:

- Customer & Product Profitability
- Connecting Disparate Data Sources into a Single Version of the Truth
- Holistic Customer Investment

All delivered by a team of cross-functional experts across all these areas, allowing our 3-step model to be delivered efficiently without separate resources

AON ABInBev Unilever acliam TÜRK TUBORG Asahi GRÄNDE BT Pension Protection Fund

mitie Heineken MillerCoors GROUPE RENAULT TESCO DOT DIAGEO TechData

The process to go-live

Design
(weeks 1-2)

Outline end-state reports
(Fully remote via 1-3 design calls)

Analyse required data
(100% CadDo)

Collate data, in currently available formats
(100% client-side)

Iteratively move between design & development phases

Development & Go-Live
(weeks 2-8)

Build model
(100% CadDo)

Build reports
(100% CadDo)

Review & approve reports
(Fully remote having calls as needed)

Underpinned by:

- 24/7/365 availability on Microsoft's Azure platform, as a "Preferred Solution"
- A delivery team fully setup to work remotely, ensuring resiliency
- World-class delivery partners, in ESRI and Microsoft (co-sell Partner)

Microsoft

esri
THE SCIENCE OF WHERE

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

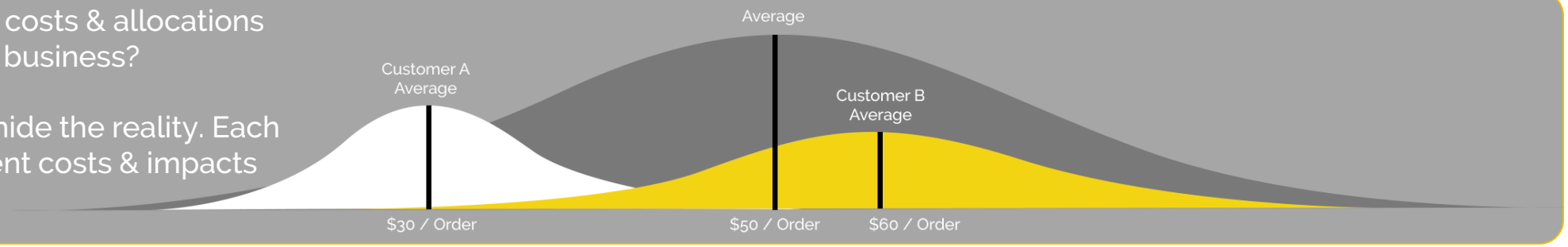
- Uncover hidden opportunities with a clear view of customer / product profitability & environmental impact, at the lowest level of detail, across all business dimensions & activities
- Enrich decision making with automated KPI packs, reports and simulation tools
- Enable cross-functional initiatives,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



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

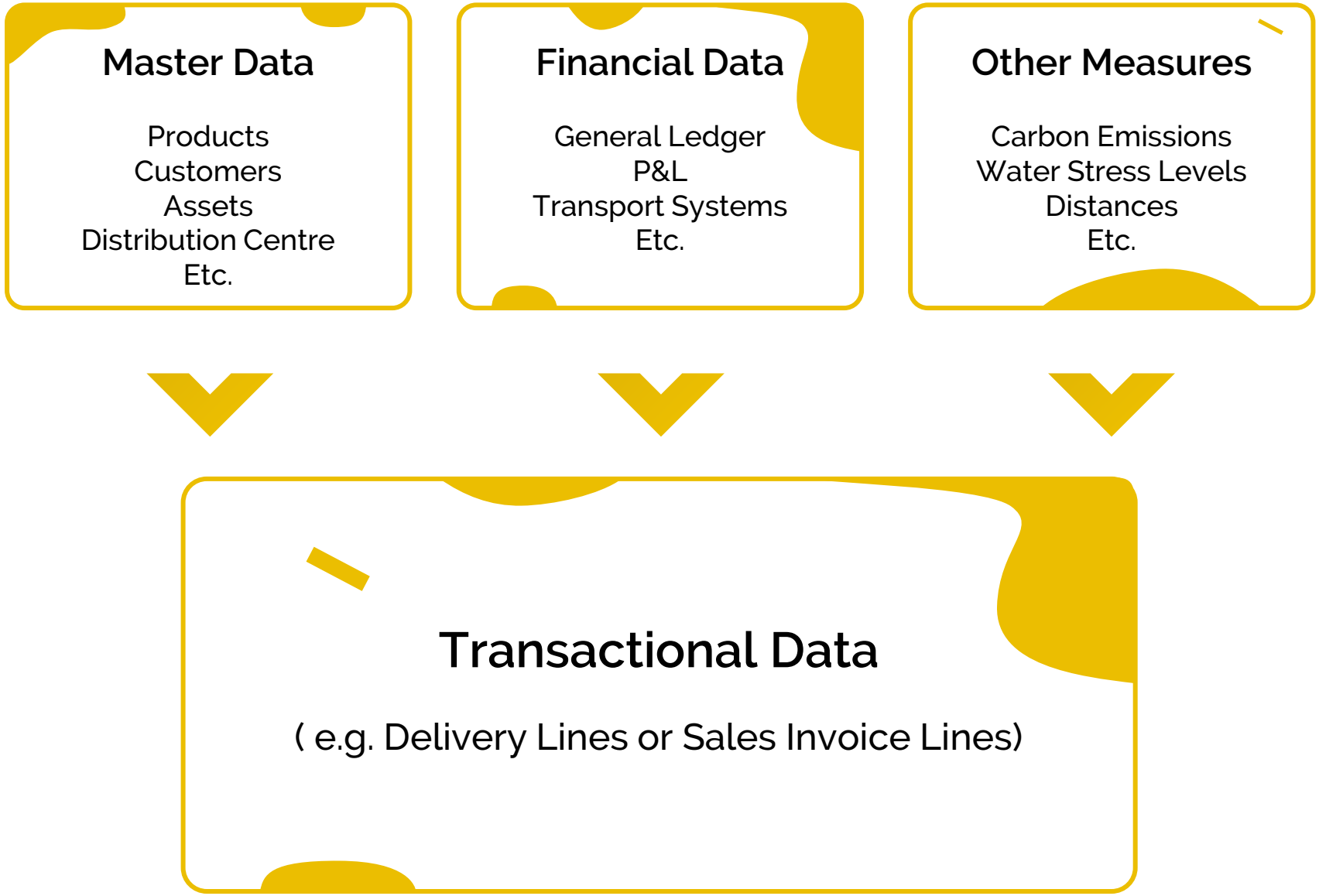
There is a need to start viewing companies not just by their financial metrics...but by their ESG Score

Environmental

Social

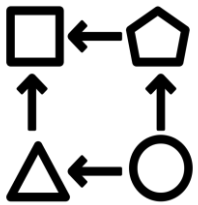
Governance

Business Rules as logical equations allocate financial & other data to the lowest-level transactions



The logical data layers

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

CadDo Calculation supports the full suit of steps between raw data processing and the Analytics

Define the model

- Cost Object (a.k.a. Business Dimensions)
- Drivers (metrics and calculations, written in logical syntax)
- Custom tables and views (for specialist areas outside the Cost Object structure)
- General Ledger structure

Process Model

- System triggers the ETL process to import data from source files into CadDo Calculation
- Trigger calculations that execute the allocations defined by the drivers

Report

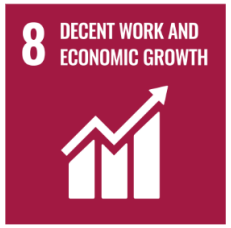
- Produce OLAP cubes to access the results of the calculation
- Access these cube in whichever reporting tool meets the needs of your business

Example Screenshots

CadDo Analytics: Interactive Dashboards – Sample 1

Sustainable Profitability

Report Date
February 2020



Turnover

£12.8M✓
(+27.35%)

>

Sustainability Score

7.1 !
(-3.24%)

>

Carbon Emissions

5.32 !
(-5.27%)

>

Dashboard >

Product Mix >

Geography >

Sustainability >

Logistics >

SUSTAINABLE DEVELOPMENT GOALS

Powered By CadDo™

CadDo Analytics: Interactive Dashboards – Sample 2

Dashboard: Profitability & Sustainability

Menu

September 2019	December 2019
October 2019	January 2020
November 2019	February 2020

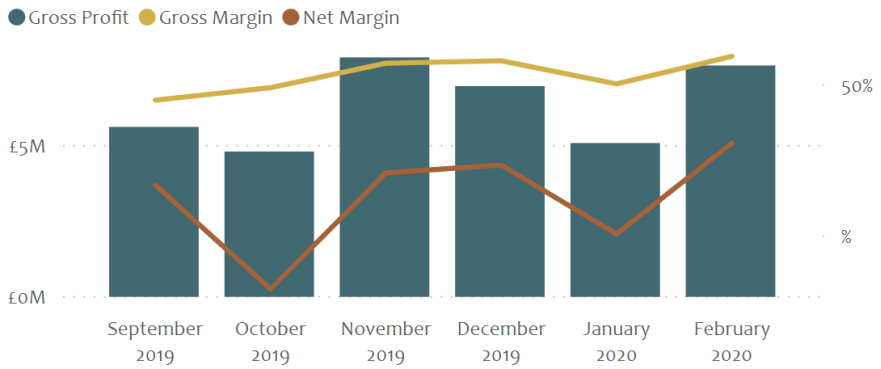
Select all	PET
NRGB	RGB

Select all	Budweiser
Bass	Castle
Becks	Corona
Boddingtons	Stella Artois

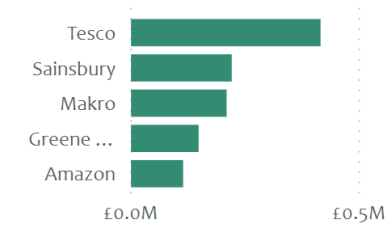
TO	GP	GM	Cases
£12.8M✓	£7.7M✓	59.6%✓	1,754K✓
(+27.35%)	(+50.43%)	(+18.13%)	(+3.83%)

Carbon pT	Water pT	Waste pT	Sust. Source
5.32 !	643✓	6.43✓	67.7%✓
(-5.27%)	(+1.61%)	(+1.76%)	(+0.26%)

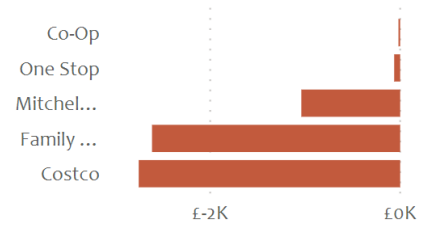
Trends



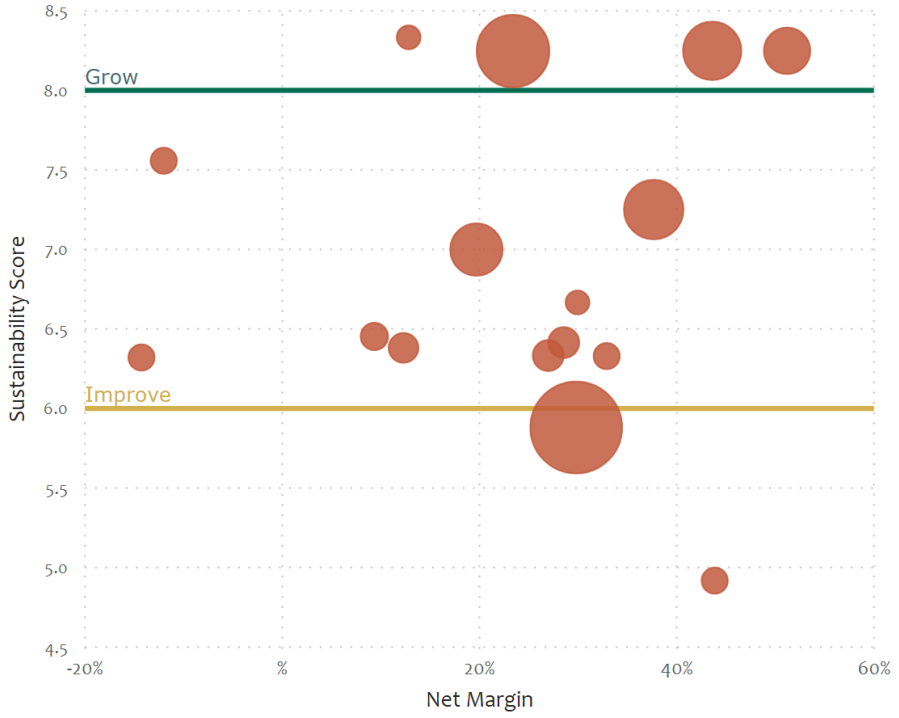
Turnover Gains



Turnover Falls



Sustainability Score: 7.1 !



SUSTAINABLE DEVELOPMENT GOALS

Powered By CadDo™

CadDo Analytics: Interactive Dashboards – Sample 3

Logistics

Menu

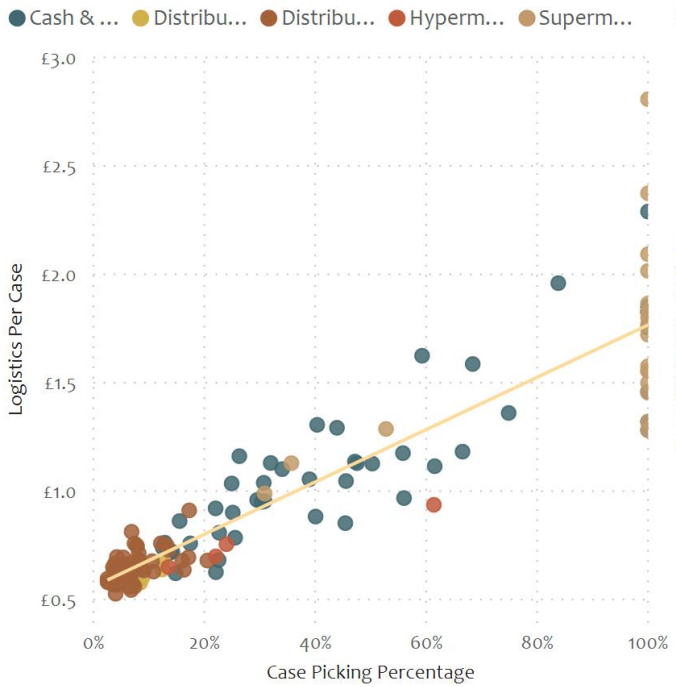
September 2019	December 2019
October 2019	January 2020
November 2019	February 2020

Select all	PET
NRGB	RGB

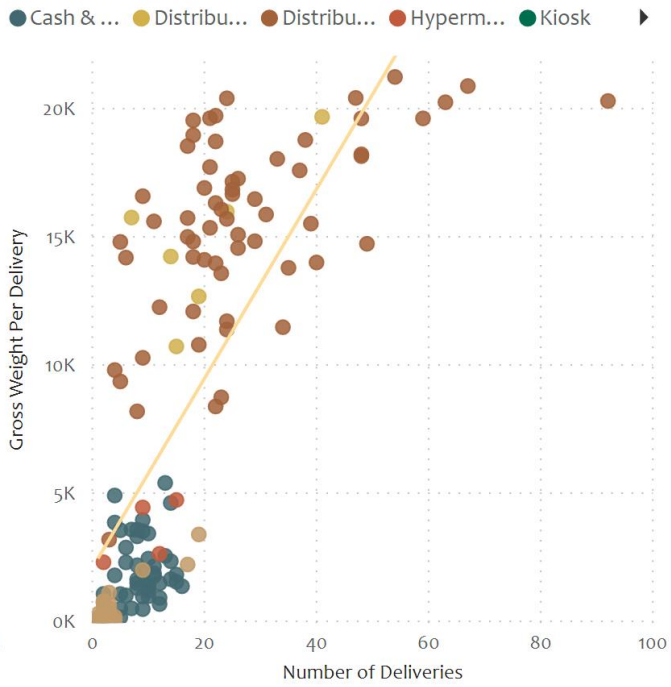
Select all	Budweiser
Bass	Castle
Becks	Corona
Boddingtons	Stella Artois

Case Pick	Full Pallets	Kg	Volume	Deliveries	Kg pDelivery	Trans Emis...	Whs Emissi...
6.3% !	35K ✓	31M ✓	175K ✓	2,345 !	13,312 ✓	36K ✓	33K !
(-305.46%)	(+3.83%)	(+53.81%)	(+3.83%)	(-2.17%)	(+6.14%)	(+2.13%)	(-50.91%)

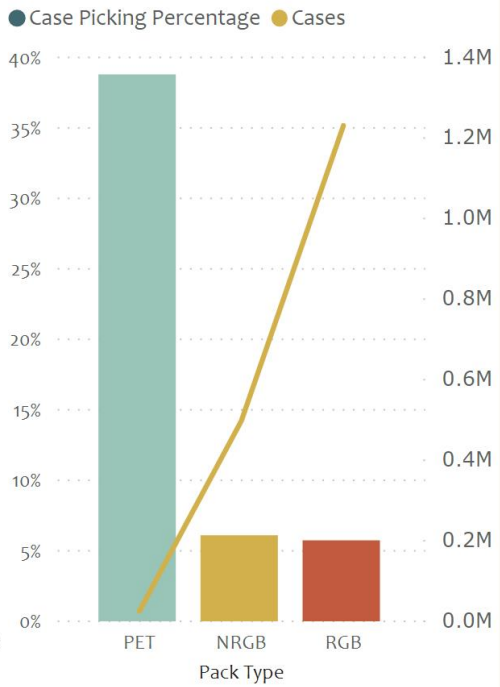
Case Picking vs Logistics Costs



Kg per Delivery



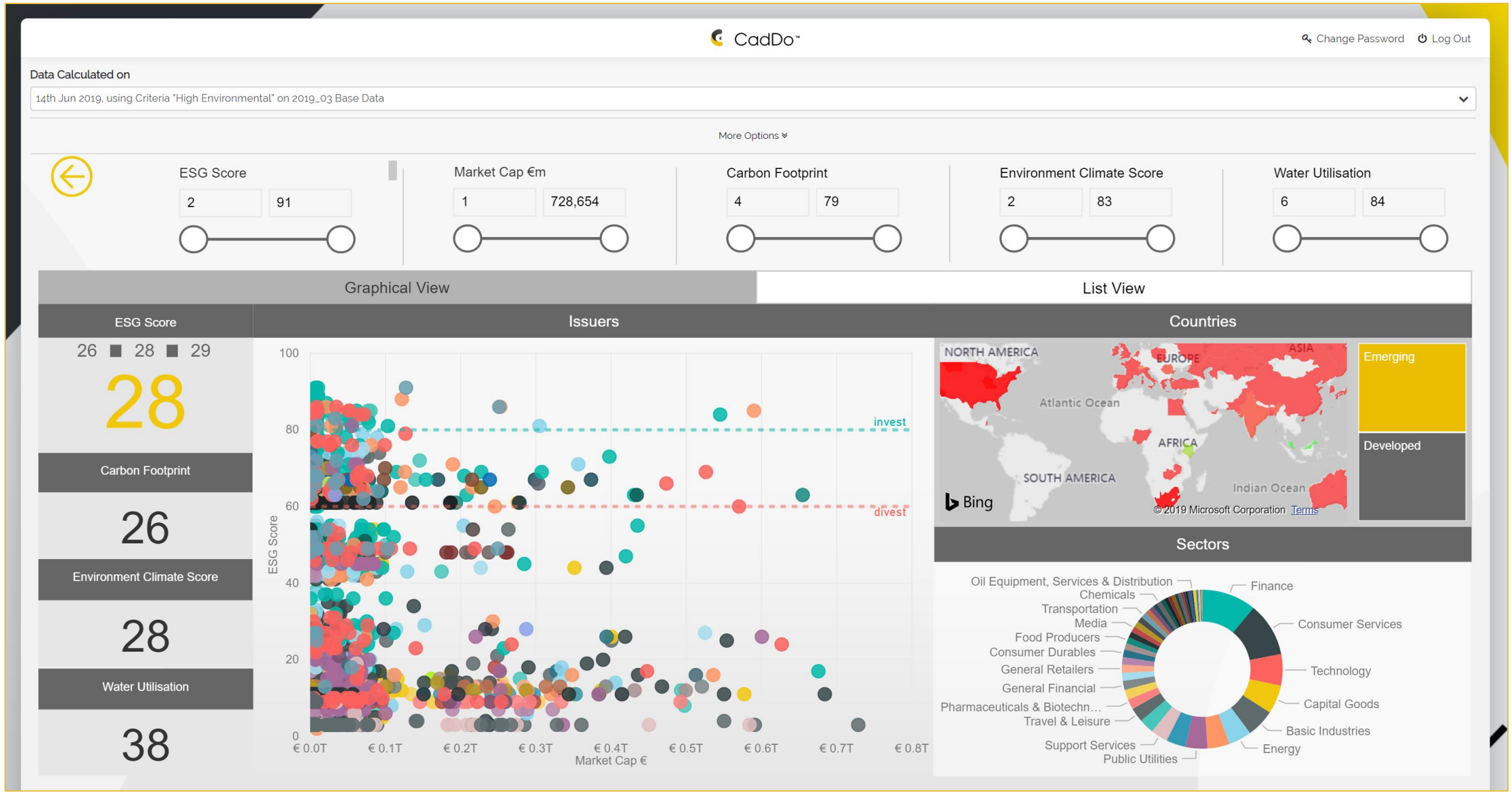
Case Pick



SUSTAINABLE DEVELOPMENT GOALS

Powered By CadDo™

CadDo Analytics: Interactive Dashboards – Sample 4



CadDo Analytics: KPI Packs & Simulation Tools

Monthly KPIs, Fed from Cost to Serve

August 2019

Comparisons against average of current month and previous 11 months

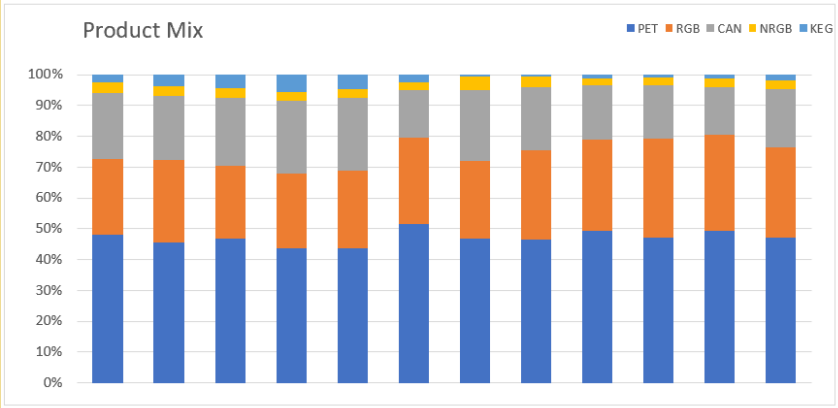
Gross Profit per HL	Gross Profit per HL	Margin (GP / GSI)	Opex Per HL	Gross Profit Per Shipment	Gross Weight per Shipment	HL per Shipment	Full Pallet Pick Rate
987	1,943	34%	956	146,214	22,635	172	95.8%

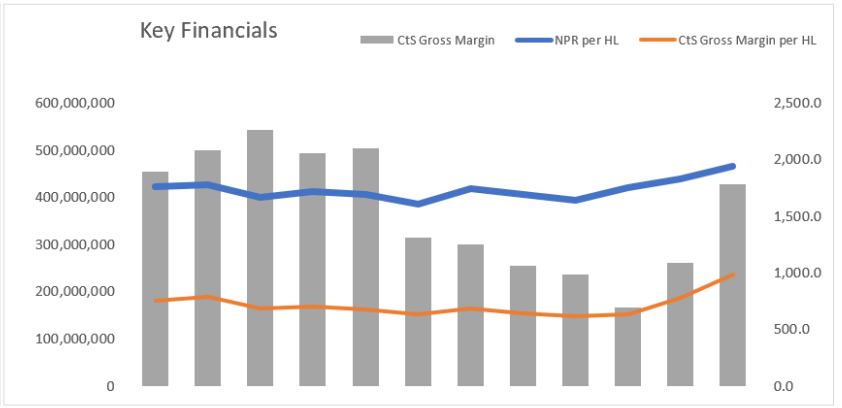
For top-5 Customers (by HL Sold in latest month)

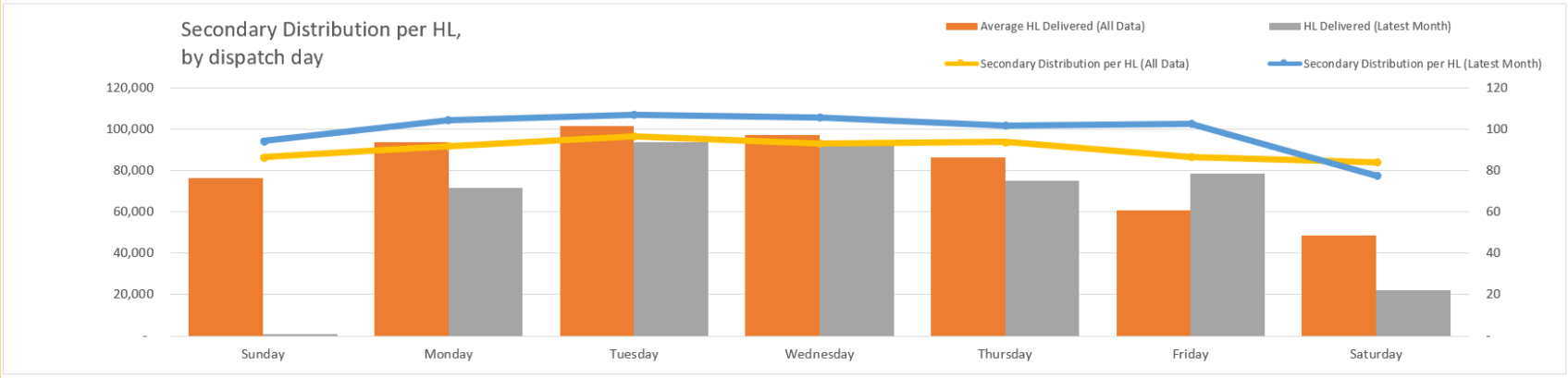
Share of HL	Share of Gross Profit	Gross Profit per HL	Outlets Delivered To
30%	30%	989	280

For top-5 SKUs (by HL Sold in latest month)

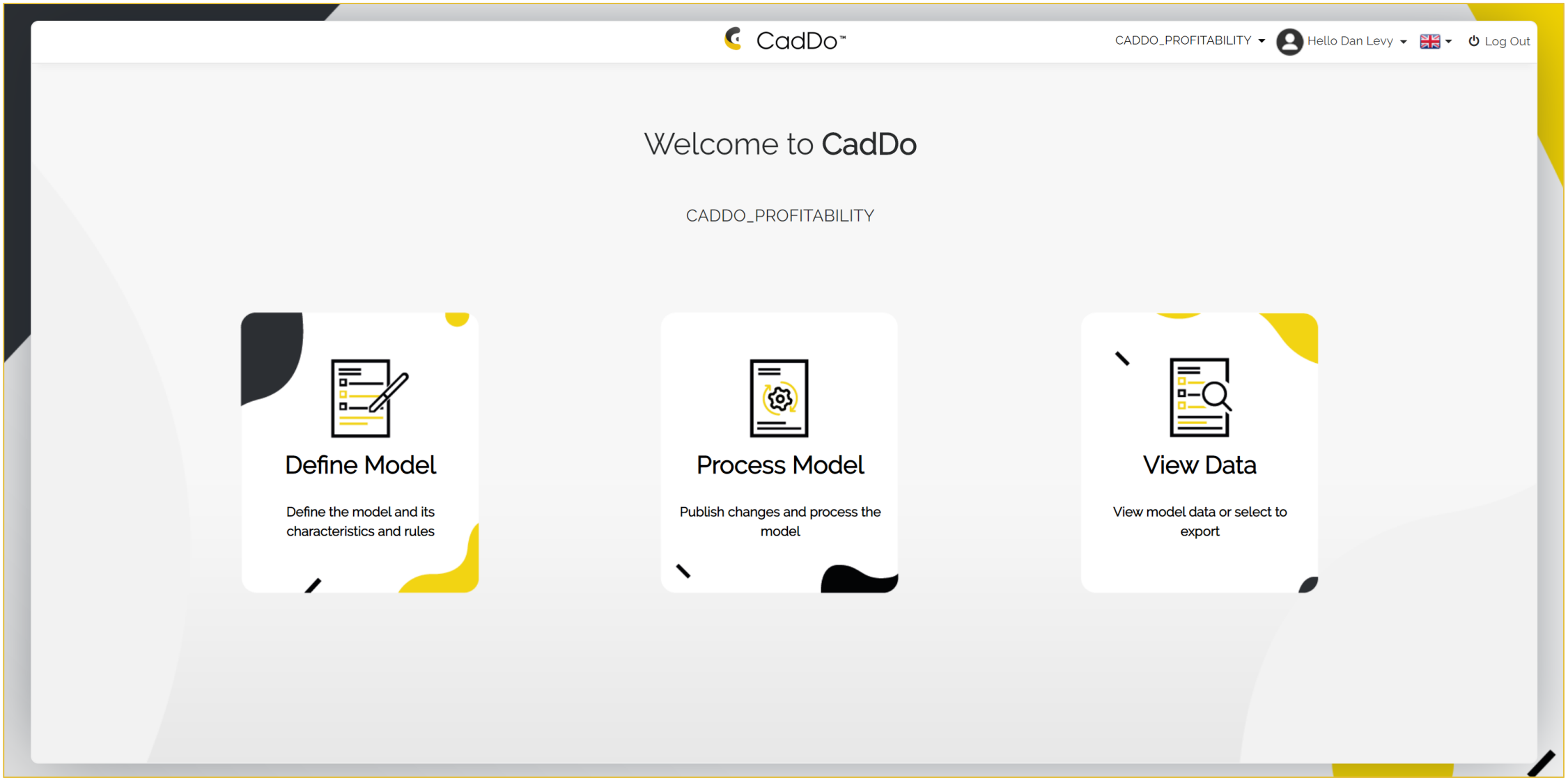
Share of HL	Share of Gross Profit	Gross Profit per HL	Share of SKUs that are sold
60%	42%	691	54%



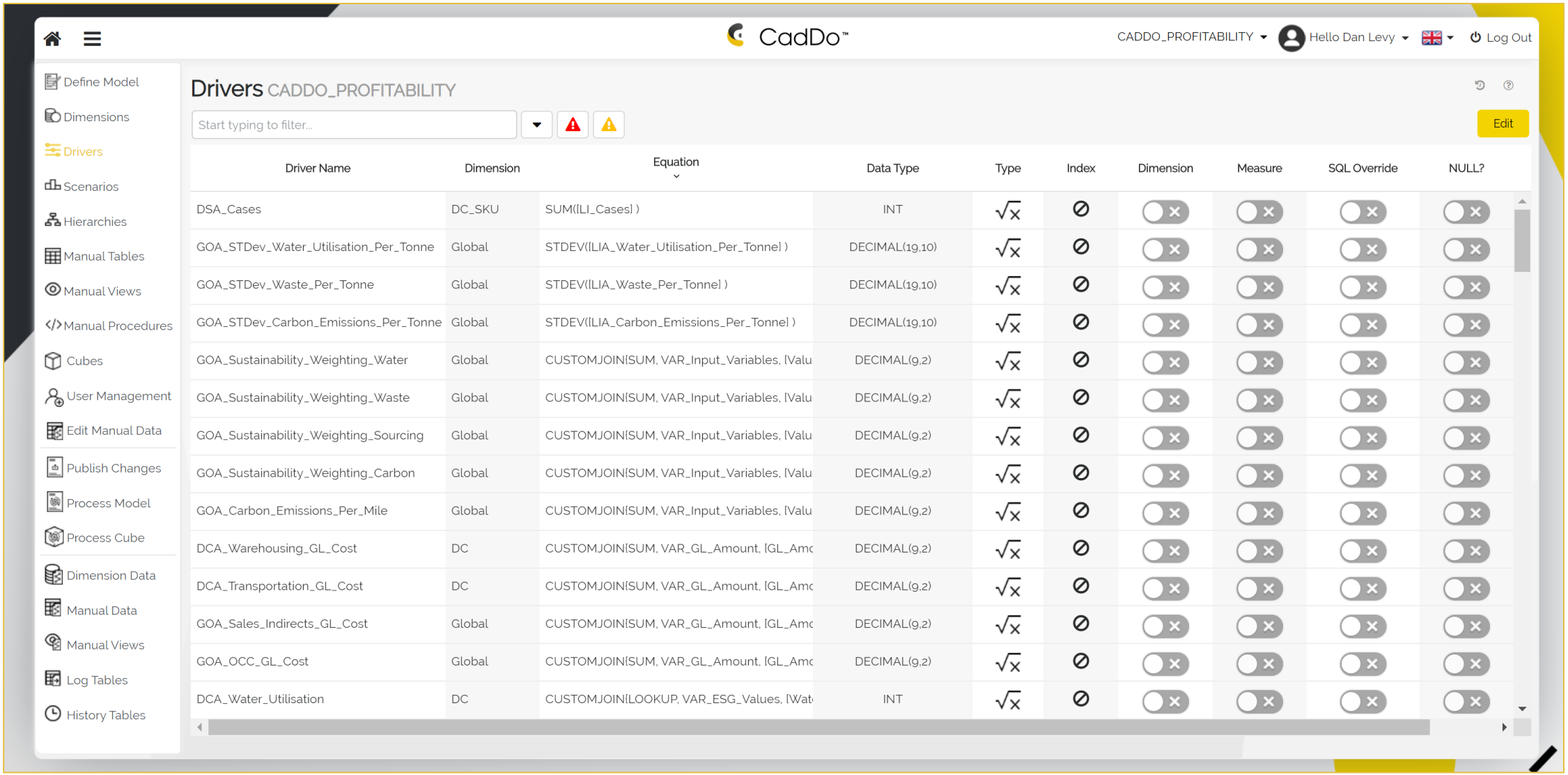




CadDo Calculate – User Interface

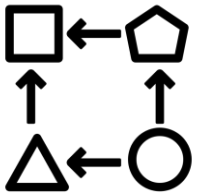


CadDo Calculate – User Interface



Architecture Summary

High-level Components



CadDo Transformation

A set of native SQL procedures, invoking SSIS for just the step of importing data from the Excel source files

SQL and SSIS steps follow our standardised and proprietary methodology

OUTPUT:
Clean data loaded into CadDo Calculate

CadDo Calculate

Multi-dimensional calculation engine, with all logical calculations in place

Application (coded in SQL) converts user-written simple formulae into native SQL which is executed against the database

OUTPUT:
All calculations performed and available for reporting

CadDo Analytics

Microsoft SQL Server Analysis Services (SSAS) reporting cubes sourcing data from CadDo Calculate

Power BI reports fed from the SSAS cubes
(Other reporting tools like Tableau, Qlik, Excel etc. also supported)

OUTPUT:
The end-user report

Technical Elements of Process

Accessible via sFTP or browser-based

Users with VPNs can access fileshare via Windows Explorer

Import from files (Excel, CSV, TXT etc.) using SSIS

Core ETL (data ingestion from remote servers, data transformation and data cleansing) runs using native SQL procedures. These are bespoke for each client, but follow CadDo's standard methodologies & approaches

The standard CadDo Calculate application engine (SQL control logic with Java APIs) is installed on each client database, and accessed via a Web UI (Java)

Users configure all model/calculation elements through the Web UI. No Java or Stored Procedures or advanced SQL required.

CadDo Calculate acts to:

- Maintain the database (tables, columns, views, stored procedures, indexes, security etc.)
- Convert simple user-written logic into native SQL statements that execute the core calculations at the right time in the right order

Supporting both OLAP and Tabular models, though OLAP is the preferred route due to the maturity of the solution

No logic reside in this layer. It simply pulls data from the SQL database and presents to the final reporting toolset

Tenancy Options

Multi-Tenancy

Client-specific databases sit on shared SQL Server instance alongside other client databases

No cross-contamination of data or functional procedures. Each database fully self-encompassing

Client-specific fileshares

Client-specific reporting cubes on shared SSAS server

Only CadDo resources allowed back-end access

Dedicated Instance

Client-specific databases sit on dedicated SQL Server instance on shared Virtual Machine

No cross-contamination of data or functional procedures. Each database fully self-encompassing

Client-specific fileshares

Client-specific reporting cubes on shared SSAS server

Client resources allowed back-end access

Dedicated Environment

100% client-specific infrastructure (SQL Server, Virtual Machines, Analysis Services etc.)

Power requirements of dedicated VMs would be determined as part of scoping and pricing discussions

Client resources allowed back-end access

Architecture Diagram