

ONEIS ANNUAL
2017
ACTIVITY REPORT

YILDIZ ★ HOLDING



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1. INTRODUCTION – ONEIS

1.1 GLOBAL ONEIS ORGANIZATION- WHAT IS ONEIS?:

Information Systems is a combination of values, that we provide to our internal customers. Information systems is an umbrella term for the systems, people and processes designed to create, store, manipulate, distribute and disseminate information. The field of information systems bridges business and value creating/enabling systems and solutions.

The Information Systems Leadership Team (ISLT) have been working with our HR partners since December 2016, to align and bring together current IS employees from all over the Yildiz family, to create the new "ONEIS" organization.



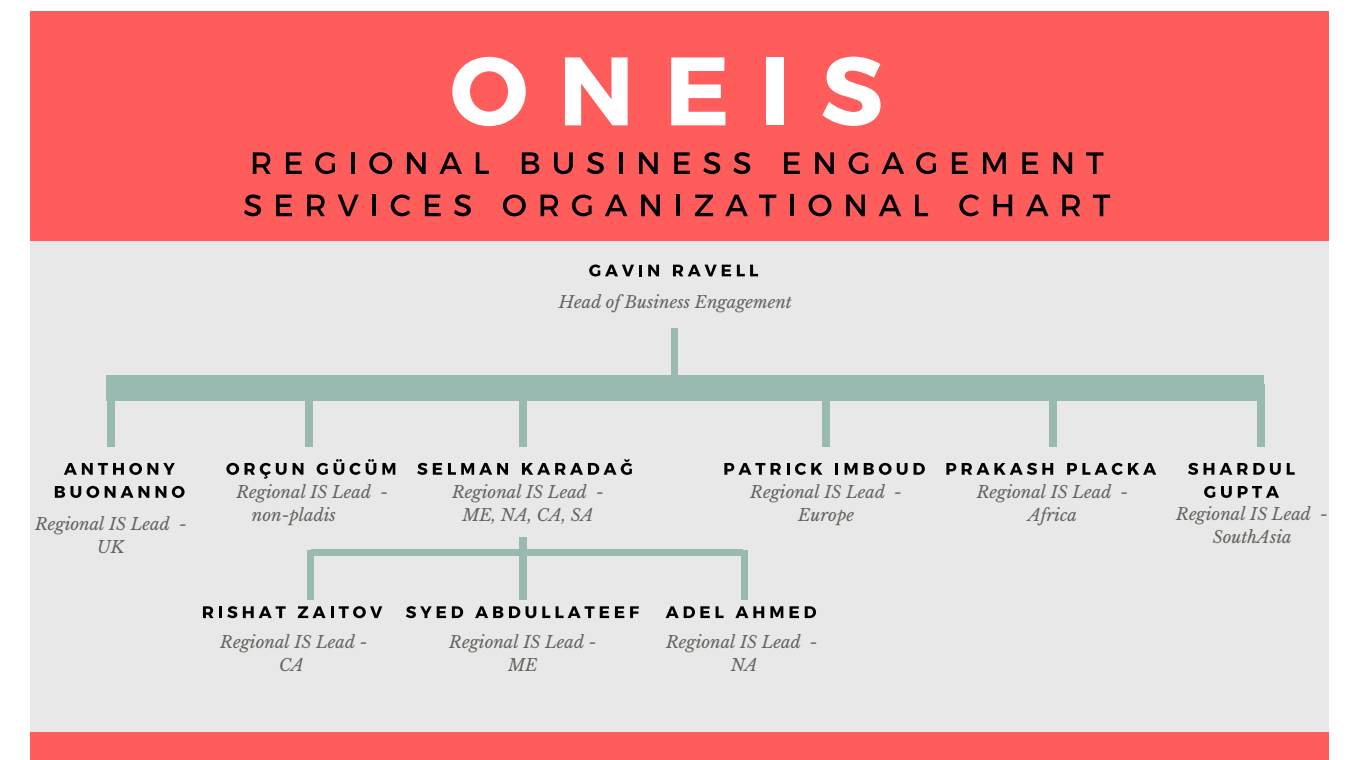
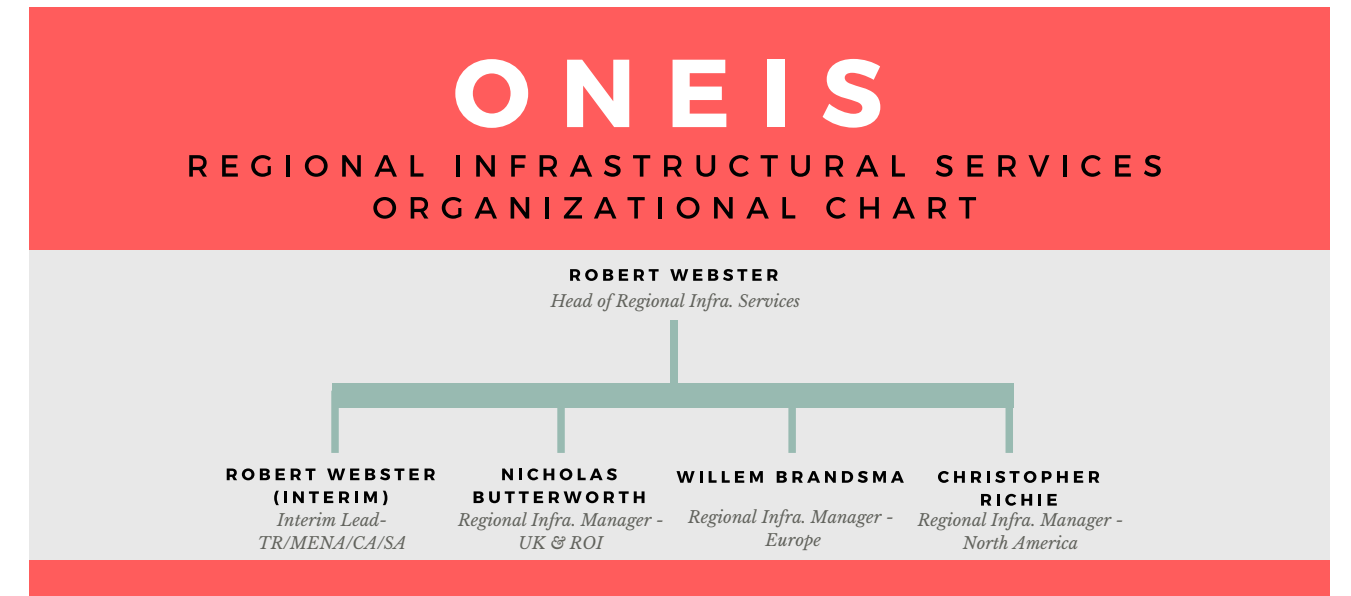
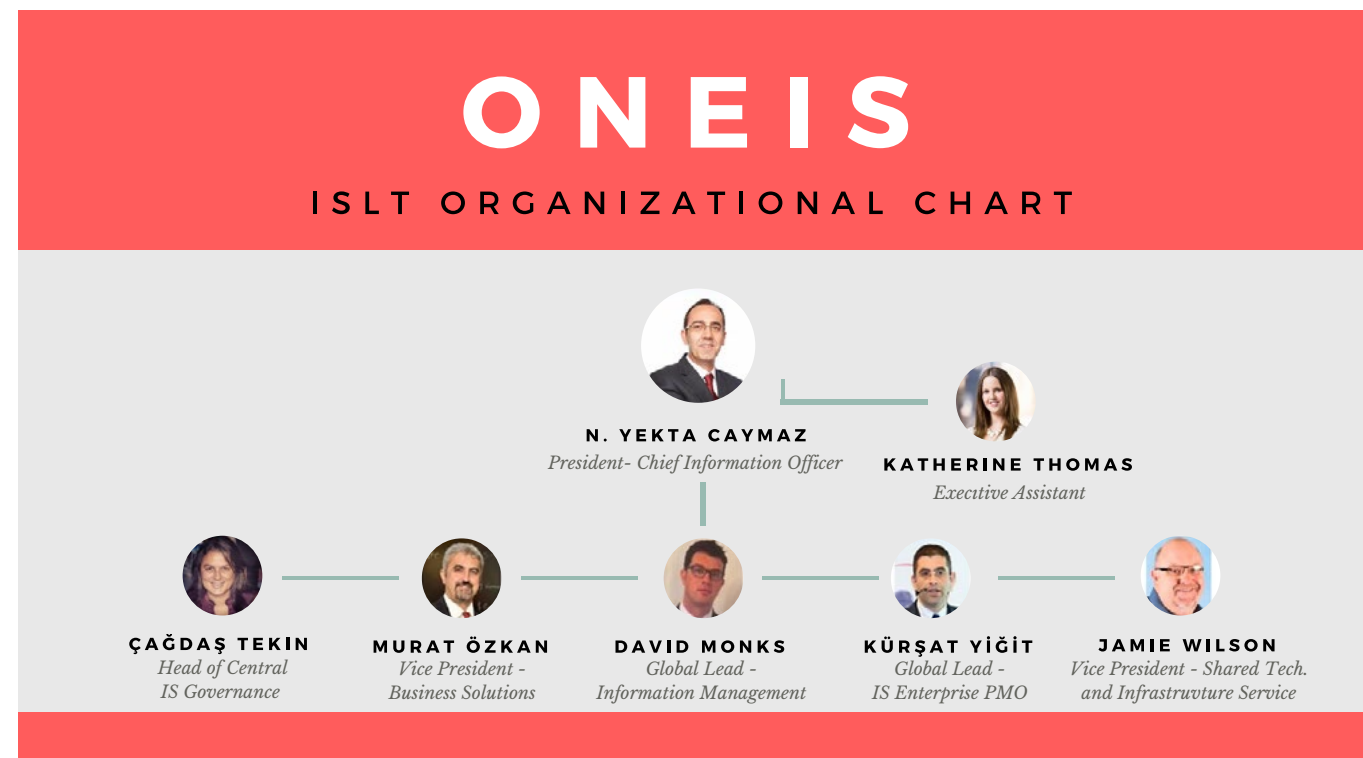
IS at its very nature, has one of the most visible opportunities to demonstrate cohesion and truly act as ONE family, regardless of what country, region, or role each member is in.

The new ONEIS organization alignment strategy ensures that:

- We (IS) will be agile and capable in enabling current and future needs of the business
- IS can rapidly adapt to changes in the markets and proactively address local legislative requirements

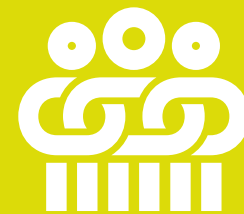
The Global Shared Services organization is responsible for the delivery of Information Technology, Information Management and Business Solutions to Yildiz Holding / pladis companies on a global basis.

1.2 MEET OUR TEAM:



1.3 ONEIS MANIFESTO

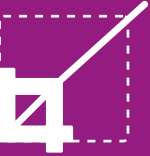
We are ONEIS:



We bring together employees from right across the Yildiz family – including pladis – that is fit for purpose and future proofed.

We enjoy the diversity of people and cultures, right through to the broad scope of IT projects we work on in IS.

We drive transformation



Our ambition is to support Yildiz Holdings & its companies (incl. pladis) to become the fastest growing global leader in our industry.

We have key IS initiatives to get ourselves fit for the future.

Harmonisation and rationalization are key. For example: Infrastructure Standardization, Process Harmonisation, Systems Optimisation and Information Consumerization.

We strive for cost savings and productivity benefits.

We live in an “era of disruption”



Disruption is the new normal so we adapt and respond.

In the face of major disruptions, we have to be creative, resilient and collaborative to continue being relevant. We think long-term, but also have the flexibility to respond quickly in the short-term with practical solutions.

We call this ‘2 Speed IT’. 1st speed is all about making our long-lead strategic plans such as our five year plans, whilst 2nd speed is working in an agile way; responding and deploying new programs as they come to market, and digitalizing where appropriate. Our employees, who are in effect our internal customers, want a quick, rapid solution without long-term thought. We must deliver both the long-term plan and the immediate solution so that our colleagues are happy.

We put ourselves in the shoes of the end user or customer:



We learn the service areas first hand, understand the environments we are operating in, ensure we have liaised with the consumers to understand their concerns and challenges, in order to have as informed an understanding of the requirements ahead of trying to meet their needs.

We 'seize the day'.

Time is our biggest challenge. Why put off until tomorrow what we can do today? Given how quickly the world is changing we don't want to be left behind.



We use 'collaborative agility'

We learn from each other about different programs, different market needs, different ways of doing business, and share this knowledge across markets.





2. OUR STRATEGY, PRIORITIES & OBJECTIVES FOR 2017

2.1 OUR STRATEGY

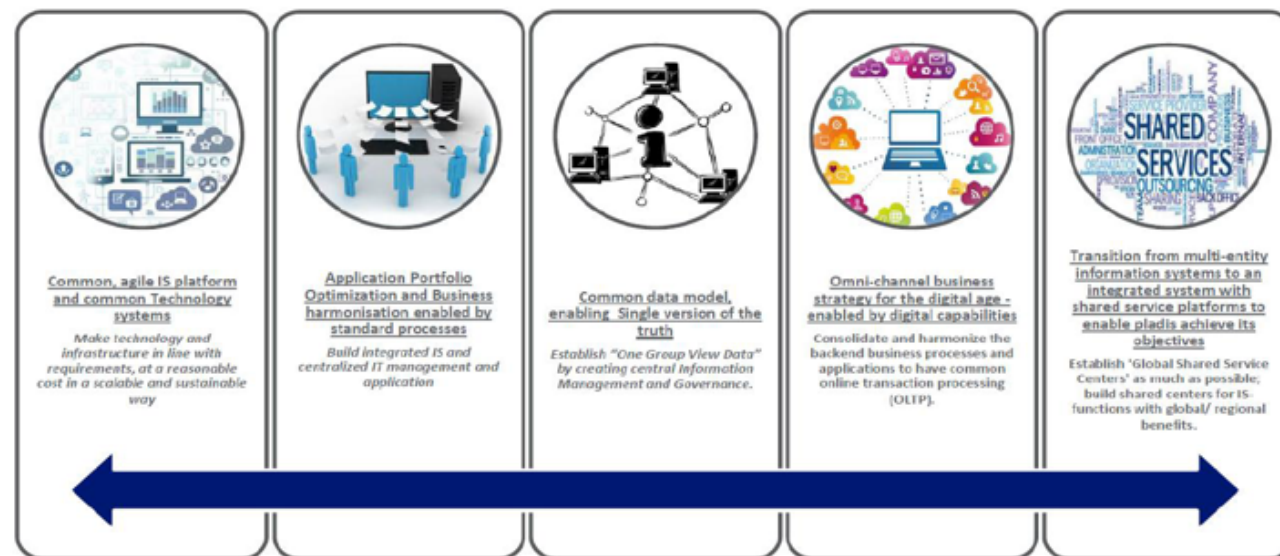
Transition from multi-entity information systems to an integrated system with shared service platforms to enable our internal customers (users) to achieve its objectives.

- **ONEIS Strategic Objective 1:** Make technology and infrastructure in line with requirements, at a reasonable cost in a scalable and sustainable way.
- **ONEIS Strategic Objective 2:** Build integrated IS and centralized IT management and applications.
- **ONEIS Strategic Objective 3:** Establish "One Group View Data" by creating central Information Management and Governance.
- **ONEIS Strategic Objective 4:** Consolidate and harmonize the backend business processes and applications to have common online transaction processing.

2.2 OUR PRIORITIES AND OBJECTIVES ALIGNED WITH STRATEGY

COMPASS21

INFORMATION SYSTEMS (IS) PRIORITIES & OBJECTIVES



2017 PRIORITIES

One global lean & agile company

Culture transformation & integration

Godiva global launch

McVitie's global roll-out

Growing savoury

Network optimisation

5 'Buckets of Opportunity'





3. ONEIS AS BUSINESS PARTNER

3.1 MURAT ÜLKER AT ONEIS LOCATIONS:

“Information Systems Nazım Özdemir Campus” which is one of the main information systems locations that will provide all domestic and international information services of Yıldız Holding, was formally opened on December 27th, 2016. The inauguration of Nazım Özdemir Campus, bearing the name of Sayın Nazım Özdemir, the Vice Chairman of TÜBİSAD Board of Directors, was performed by Murat Ülker, Chairman of Yıldız Holding.



3.2 IS ACCOMPLISHMENTS:

3.2.1 Internal: Stars of the Year Awards and IS Nominations:

On 25 February 2017, the Stars of the Year Award ceremony took place in Istanbul, Turkey. 3 IS Project candidates were nominated by the Jury's for awards, out of 12 IS project submissions. The nominated projects included:

1. Sales Order Integration Project with Adese Retailer (Pasifik, pladis Turkey) : Pasifik Company distributes products direct to stores (22 Local retailers), staff receive store orders via iPads, then transfer to SAP. The key benefits are:

- Zero defect: «getting it first the right time» is achieved with zero cancelled invoices. Results in prevention of lost sales (approx. 40K TL during 1 full year).
- Goods receipt process cycle time reduced by 40%.
- Savings of 60K TL (full year) from reducing rejected trucks.
- Travel reduced by 40K km resulting in an improved carbon footprint (i.e. improved environmental sustainability).

2. DigiMIM – Digital Customer Relationship Center (pladis Turkey): Digital Customer Relationship Management Department tracks real time social media content. With the DigiMIM application, the business can gather, monitor and assign social media incidents/requests to related subject matter experts for quick responses, reducing damage and leveraging opportunities through timely management.

3. Digital Transformation (pladis Turkey Horizon): Horizon Company has standardized the business culture with KPIs; making sales reports available in a fast and mobile environment. By reporting the gap of sales target to sales team, the company increased the average of budget realization.

ONEIS are always on the lookout for new ideas that will transform our business.

3.2.2 External: SAP Quality Awards – Bronze Winner:



pladis Global was awarded a Bronze SAP Quality Award at the SAP Forum held in Istanbul on 12th October 2017, for our Profitability Project which targeted improved efficiencies, control, & accelerated profitability analysis reporting processes for Yıldız Holding Companies.

Through developments with SAP and modifying the systems to be systemic & independent, reports could be generated more rapidly than previously which is of particular benefit during monthly closure processes.

3.2.3 External: IDC Turkey Awards – CepteŞOK Project:

Yıldız Holding company ŞOK Retail was nominated by IDC Turkey (International Data Corporation) in both the 'Digital Channels' and 'Omni-channel' categories at the Digital Retail Summit for our CepteŞOK project. Please refer to 2017 Highlight 4.9.2 for more information about the project.

This was the second year of the IDC Digital Retail Technology Awards. A jury of 40 participants comprised of CIO's and academics recognised CepteŞOK in both categories, winning Project of the Year (Digital Channels) and placing second in the Omni Channel category.



3.3 OUR ADDED VALUE:

Total number of incidents closed

WE HAVE SOLVED
113,190
ISSUES



Total number of requests closed

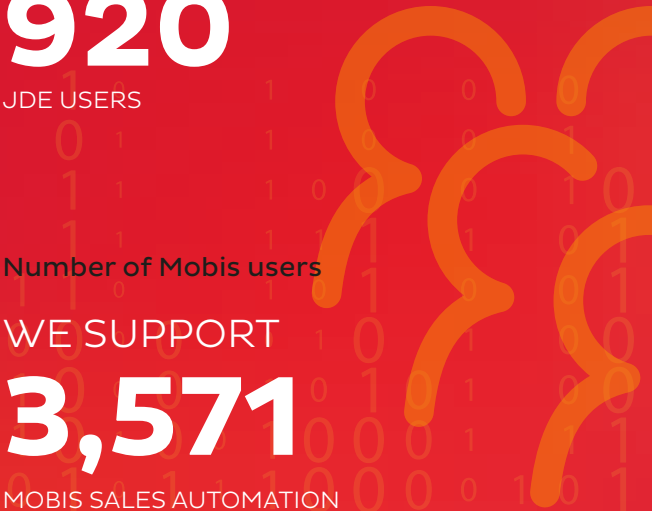
WE HAVE FULFILLED
33,206

INTERNAL CUSTOMER
REQUESTS



Total Number of JDE users

WE SUPPORT
920
JDE USERS



Number of SAP Users

WE SUPPORT
3300 1769
SAP TURKEY USERS, SAP EXUB USERS

Number of Mobis users

WE SUPPORT
3,571
MOBIS SALES AUTOMATION
APPLICATION USERS

Number of ONEIS Internal Customers
(Active Directory Users)

WE SUPPORT
35,745
AD USERS (DOMAIN OPERATIONS)

Overall Service Desk SLA Adherence

OUR SERVICE DESK RESOLVED
88%
OF YOUR CALLS WITHIN
AGREED TIME



Number of Retail Stores

WE PROVIDE SUPPORT FOR
6,250
RETAIL STORES



Systems & Data Center Capacity

WE PROVIDE YOU
617.91 TB
OF SYSTEM/DATACENTER
CAPACITY THROUGHOUT THIS YEAR

Systems & Data Center Availability (%)

WE PROVIDE YOU
100%
SYSTEMS & DATA CENTER AVAILABILITY

Systems & Data Storage Used Space

YOU HAVE USED
365.00 TB
SPACE THROUGHOUT THIS YEAR



Number of mails receieved per month

YOU WERE ABLE TO RECEIVE
15,481,851
(AVERAGE) E-MAILS PER MONTH

Number of sent mails per month

YOU WERE ABLE TO SENT
2,848,501
(AVERAGE) E-MAILS PER MONTH



Data circuit

*THE TOTAL NUMBER OF DATA CIRCUITS
WITHIN THE MCVITIES (EX-UB) ESTATE:
54 (LEASED, MPLS, EFM, FTTC, ADSL2+ ETC)

THE TOTAL VOLUME OF TRAFFIC
PASSED ACROSS THE NETWORK
IN 2017 IS APPROXIMATELY:

240
TERABYTES.

*THE TOTAL NUMBER OF DATA CIRCUITS
WITHIN THE YILDIZ HOLDING TURKEY ESTATE :
90 (OFFICE + FACTORIES), **177** BTT STORE,
6,000 ŞOK STORE AND WAREHOUSES

THE TOTAL VOLUME OF TRAFFIC
PASSED ACROSS THE NETWORK
IN 2017 IS APPROXIMATELY:

1+556
PETABYTES TERABYTES

3.4 IS CUSTOMER SATISFACTION SURVEY RESULTS:

Information Systems conducted a survey across three domains of pladis (UB, Godiva & Ülker) in Quarter 1 2017 to determine our colleague's satisfaction with our services during 2016. We have conducted these surveys on an annual basis and, in 2017 the survey took the form of 24 questions (22 multiple choice and 2 comment fields). The results demonstrated the business view that IS is an Innovative Business Partner (85%) and that they were satisfied with IS's ability to add value to the business (89%). There is room for improvement though, as we would ideally like to receive over 90% in every area of the survey. During 2017 we faced the challenges of a much larger organization and a rapid pace of change, which requires ongoing change management and careful resource planning. To keep the results at this level and to improve our colleague's satisfaction, we will need to ensure effective communication and timely delivery.





4. HIGHLIGHTS 2017

ONEIS major projects (also known as mega projects), have all been given names from the Pleiades, which is an open star cluster located in the constellation of Taurus. They are the cluster of stars most obvious to the naked eye in the night sky.

Below is an overview of our mega projects, so let us have a look at our sky and world maps.

MAIA

EUROPEAN UNION
MIDDLE EAST
SUB-SAHARAN

TAYGETA

AMERICAS
EUROPEAN UNION
TURKEY
MIDDLE EAST
NORTH AFRICA
SUB-SAHARAN
CENTRAL ASIA
PLADIS – HQ LONDRA

ELECTRA

AMERICAS
EUROPEAN UNION
TURKEY
MIDDLE EAST
NORTH AFRICA
SUB-SAHARAN
CENTRAL ASIA
SOUTH ASIA
PLADIS – HQ LONDRA

HRIS

AMERICAS
EUROPEAN UNION
TURKEY
MIDDLE EAST
NORTH AFRICA
SUB-SAHARAN
CENTRAL ASIA
SOUTH ASIA
CHINA
JAPAN / KOREA
PLADIS – HQ LONDRA

PleiONE

TURKEY
PLADIS – HQ LONDRA

ALCYONE

TURKEY
PLADIS – HQ LONDRA

ATLAS

AMERICAS
EUROPEAN UNION
TURKEY
MIDDLE EAST
NORTH AFRICA
SUB-SAHARAN
CENTRAL ASIA
SOUTH ASIA
CHINA
JAPAN / KOREA
PLADIS – HQ LONDRA

● GLOBAL SPECIFICATION MANAGEMENT

Turkey UK

● INTRANET AND COLLABORATION

Americas
European Union
Turkey
Middle East
North Africa

Sub-Saharan
Central Asia
South Asia
UK

● E2E

Americas
European Union
Turkey
Middle East
North Africa
Sub-Saharan

Central Asia
South Asia
China
Japan / Korea
UK

● DIGITAL ASSET MANAGEMENT PROJECT

Turkey

● GLOBAL TRANSPORT MANAGEMENT PROJECT

Turkey UK

● GLOBAL PROCUREMENT -
SOURCE TO CONTRACT PROJECT

Americas
European Union
Turkey
Middle East
North Africa
Sub-Saharan

Central Asia
South Asia
China
Japan / Korea
UK

● GLOBAL PROCUREMENT SPEND
ANALYTICS PROJECT

Americas
European Union
Turkey
Middle East
North Africa
Sub-Saharan

Central Asia
South Asia
China
Japan / Korea
UK

● ONLINE BOOKING TOOL PROJECT

Turkey UK

● PLANET PACKAGING SOLUTION
REPLACEMENT PROJECT

Turkey UK

● CODE OF CONDUCT ONLINE GRC
FOR ETHICS PROJECT

Americas
European Union
Turkey
Middle East
North Africa
Sub-Saharan

Central Asia
South Asia
China
Japan / Korea
UK

● CEPTESOK PROJECT

Turkey

● IMPROVEMENT ON
ASSET MANAGEMENT IN TURKEY

Turkey

● ULKER INTERNATIONAL IT
SERVICE MANAGEMENT

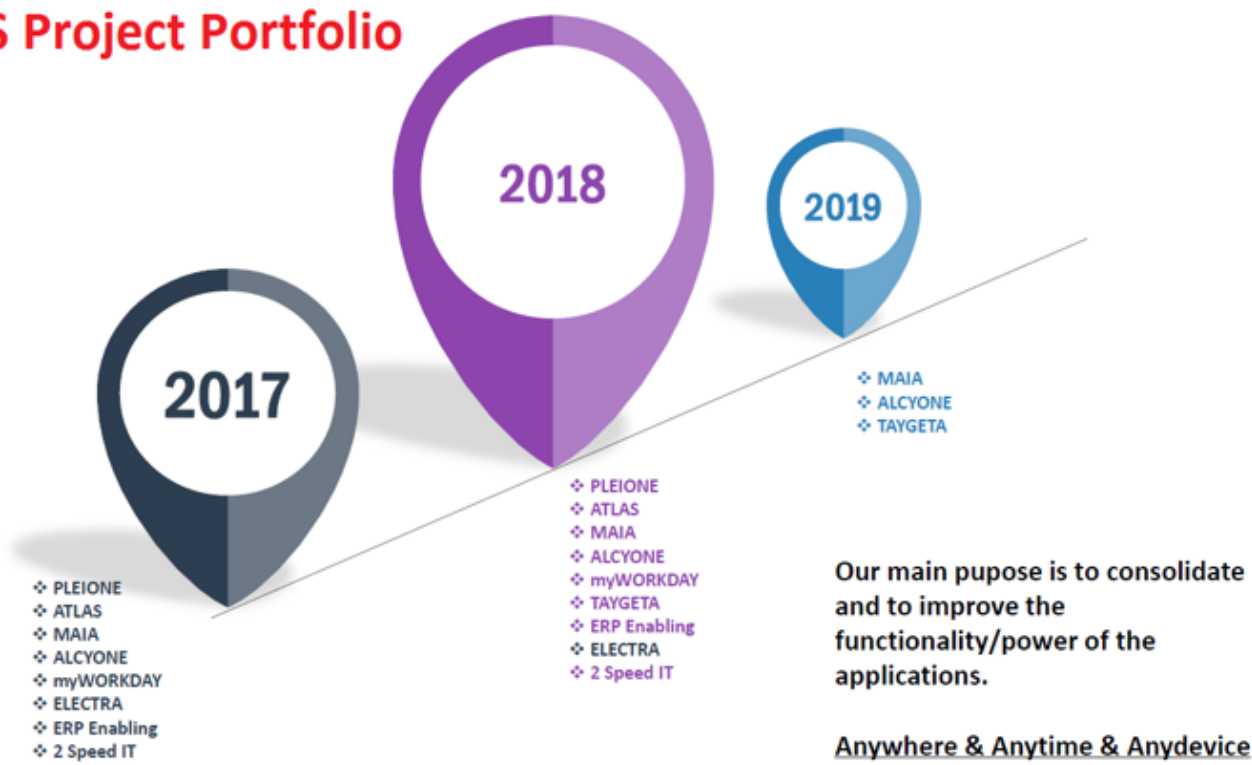
North Africa
Sub-Saharan

Central Asia

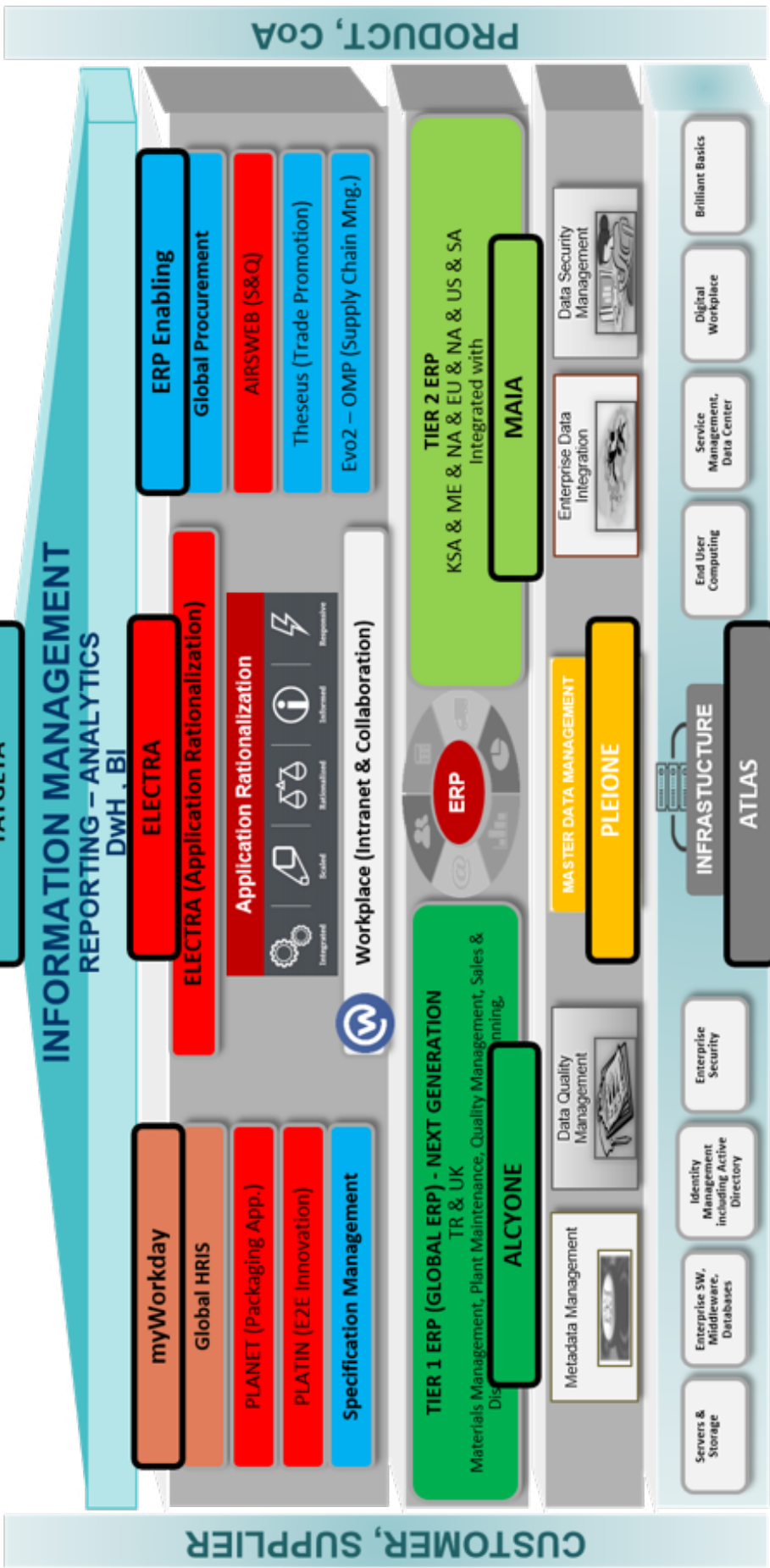


IS PROJECT PORTFOLIO

IS Project Portfolio



IS Strategy

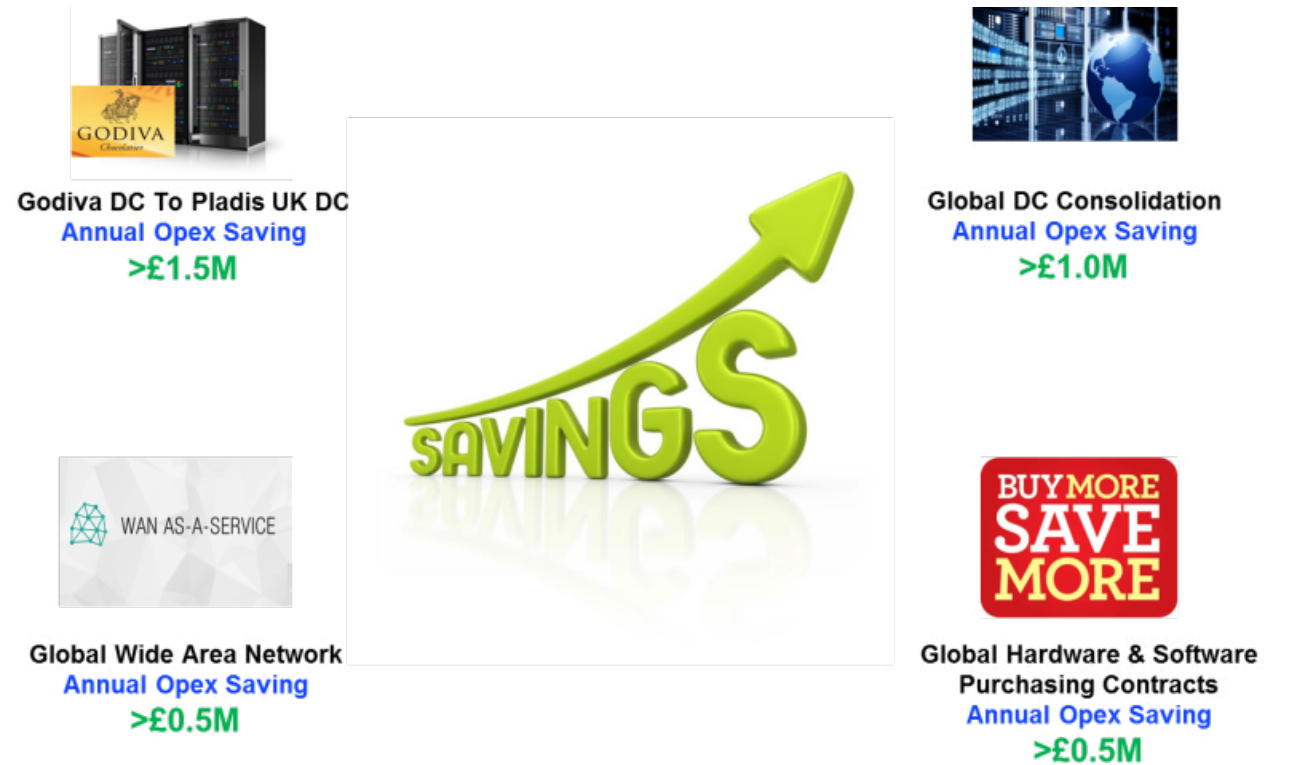


4.1 ATLAS PROGRAMME:

The aim of Atlas is to standardize and harmonize Global IS Infrastructure to simplify technology services, reduce purchasing & maintenance costs, improve user experience and communication and agility of the organization.

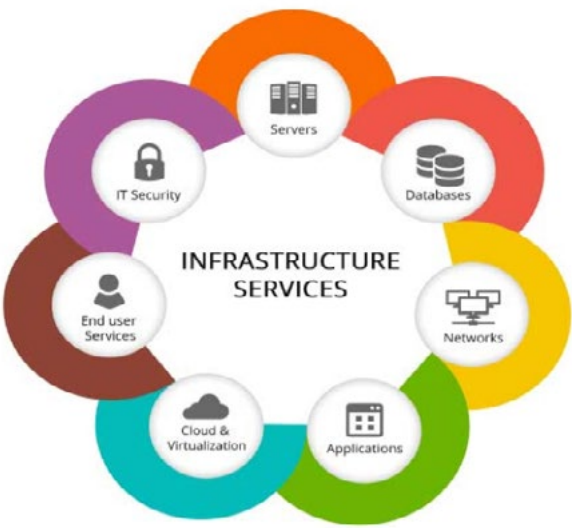
Key Benefits:

- World Class, Global IS Infrastructure model, utilising staff on a global basis to capture scale advantage, with demand managed centrally through governance department
- Industry standard solutions & processes implemented, with best practices shared across the organization, resulting in complexity reduction.
- “Follow the sun” model; Global IS support which enables continuous support in different time zones to increase responsiveness and reduce delays.
- Consolidation of contracts & relationships to leverage global scale with Global IS Partners

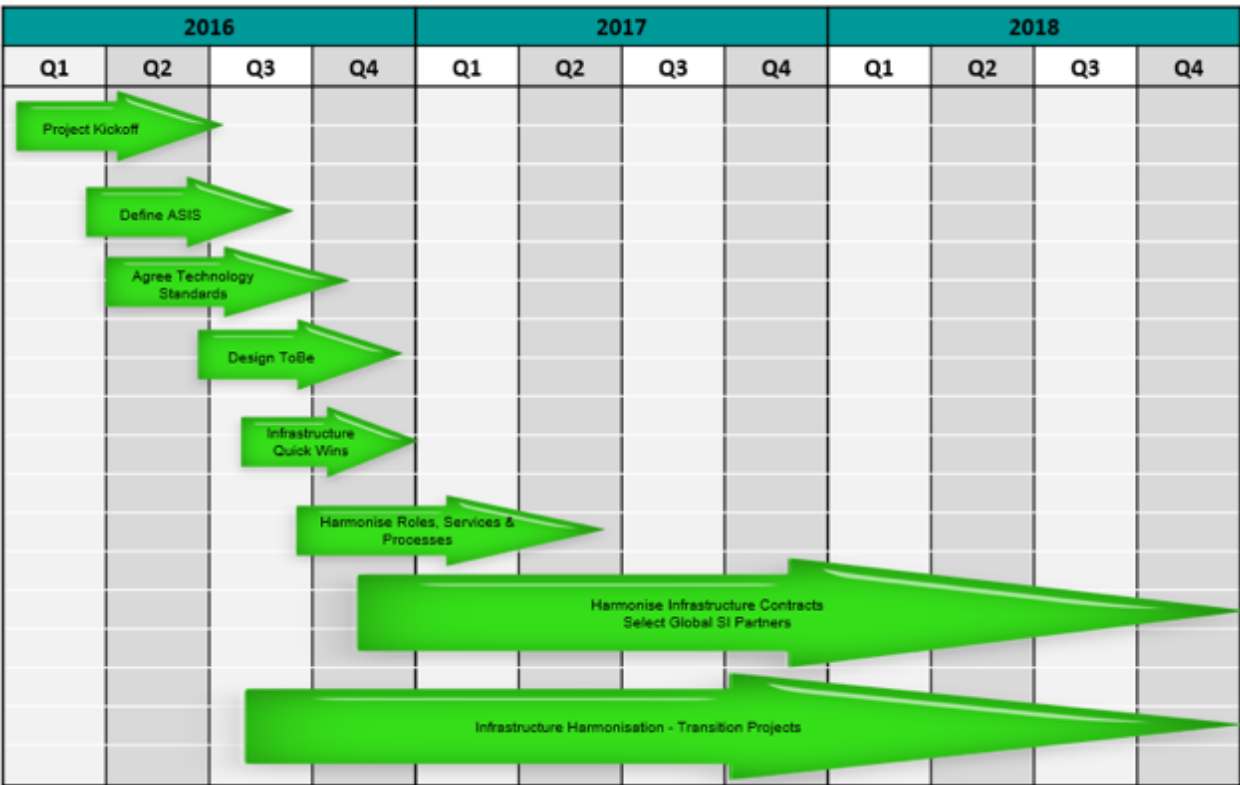


Scope:

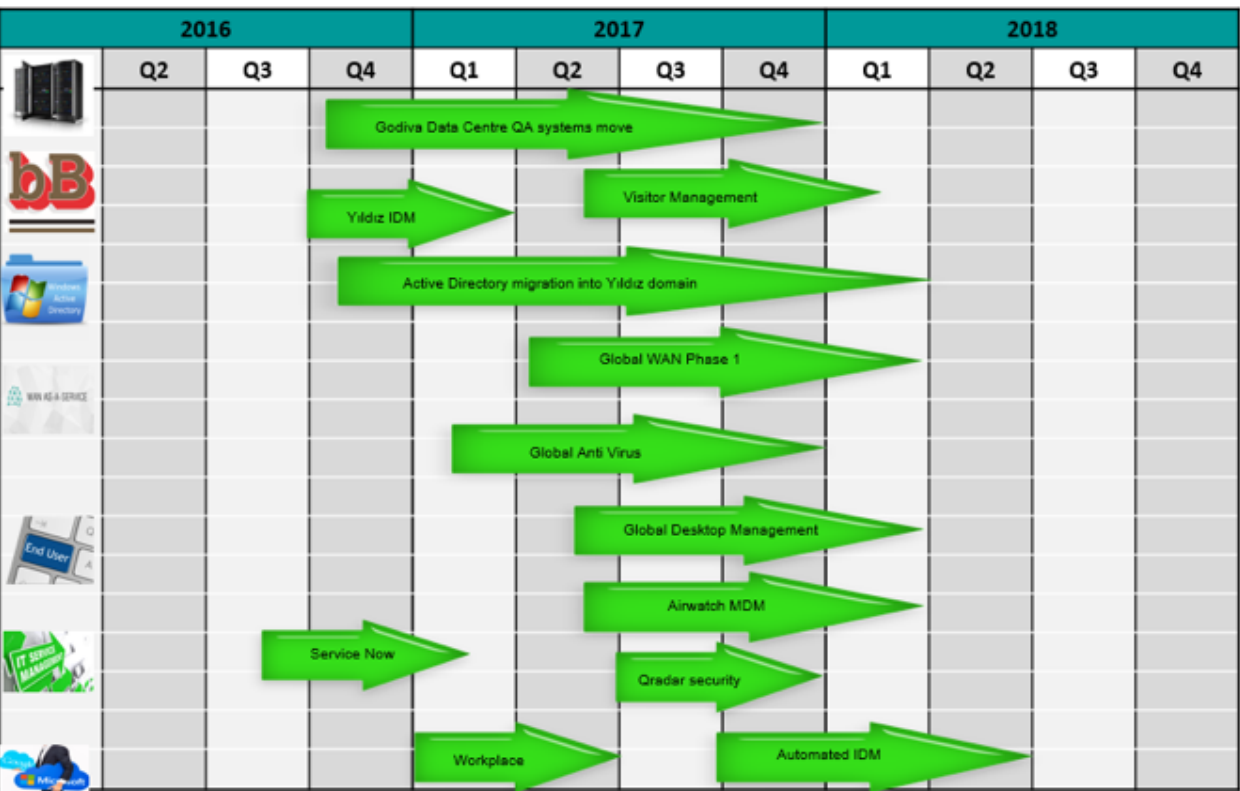
- All underlying hardware, software, services and processes
- Service fulfilment and delivery model (insource, outsource, smart source, shared service model)
- Future state organizational model
- Procurement and contracts



High Level Timeline:



Deliverables 2017:



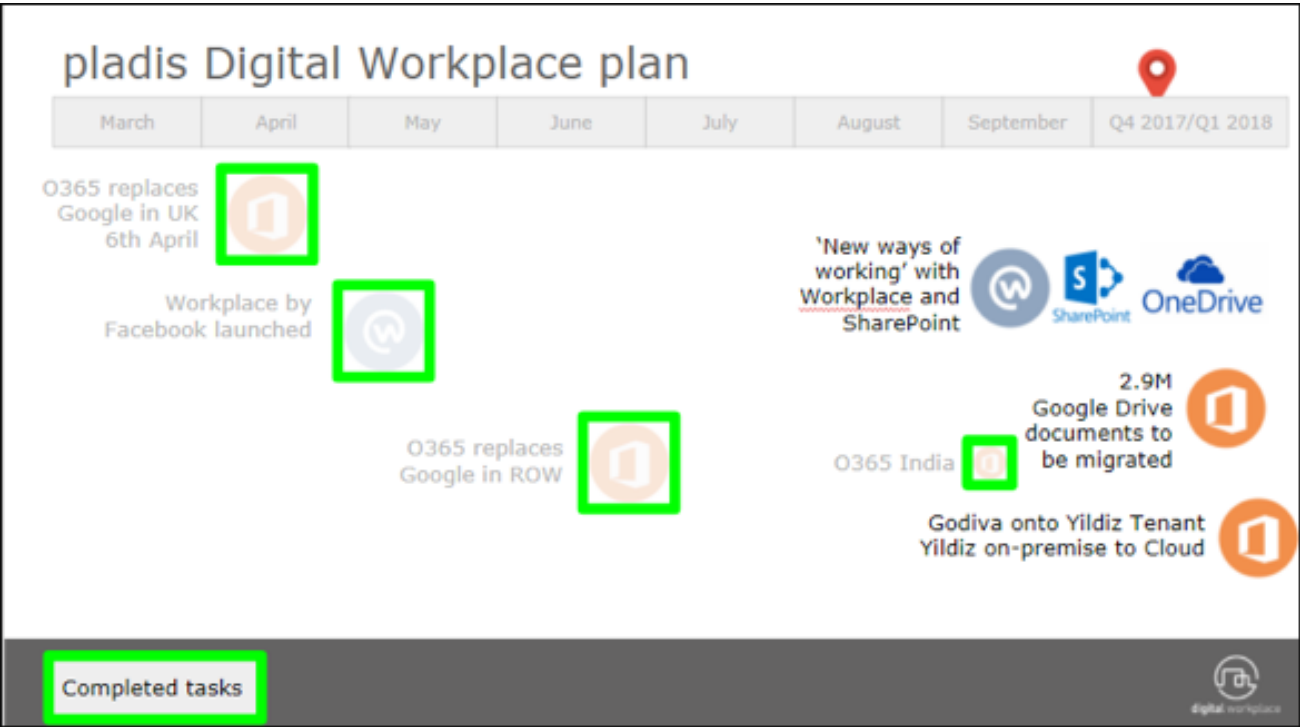
4.1.1 Project Atlas - Digital Workplace

The aim of the project is to facilitate ONE modern collaborative way of working across pladis through the deployment of modern digital technologies, and ensuring that the technology is properly adopted & embedded in the business

Scope:

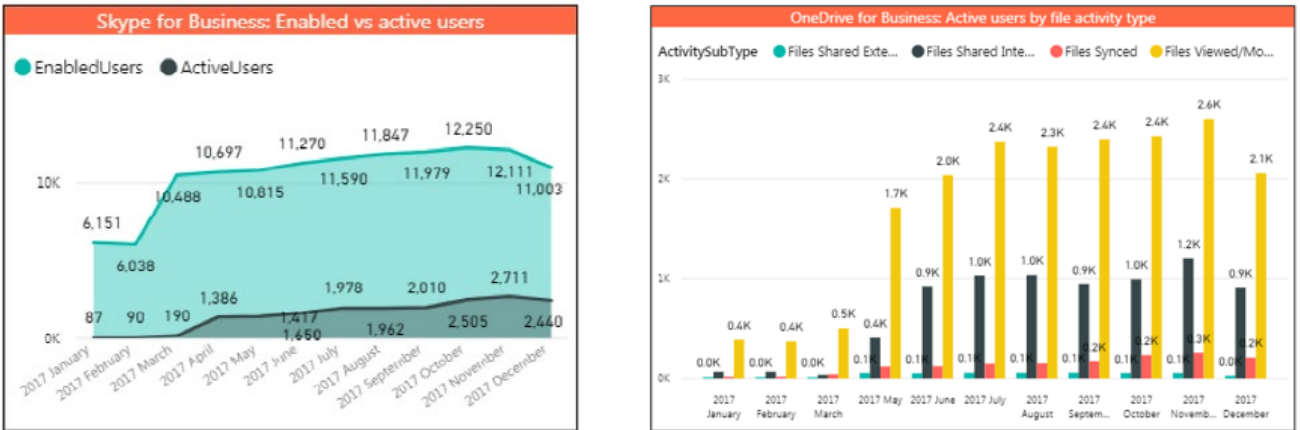
- Geographical and company scope: All pladis
- Functional Scope:
 - Workplace by Facebook
 - Microsoft Office 365 in the Cloud

High Level Timeline:



Deliverables 2017:

- Pladis, Office 365 set-up in Yildiz networks (enables flexible access from anywhere to office applications)
- 3000 Users went Live on 06.04.2017 with Mail, Calendar and Contacts Training of Digital Champions rolled out across all sites. Approx 100 sessions (+e-learning)
- pladis Workplace by Facebook went live in May 2017, replacing Yammer in Turkey
- Yildiz users, groups and computers data (domain) migrated to O365 pladisglobal.com (Companies: ULKER International, Biskot, Misbis, HiFoods, Önem Gıda, Ülker Biscuit, Ülker Çikolata, Starbrands, FMC Ülker, Hamle)
- Corporate Intranet Website (SharePoint) structure and website navigation function pladis Navigator deployed
- Bot partner (Azuronaut) selected for Integration between SharePoint and Workplace by Facebook
- The charts below show how the adoption has increased dramatically across the Yildiz domain from April when the project started to go live. Skype usage has gone from 90 users per month to 2,711 users per month across the Yildiz domain



The world map below shows the locations of our Office 365 Activity for “December 2017”.



4.1.2 Identity & Active Directory Migrations Project:

This project aim is to have one Active Directory domain for the whole of pladis and to have a single Identity Management System. Identity Management determines whether a user has access to systems, but also sets the level of access and permissions a user has on a particular system.

Scope:

- pladis companies only

Deliverables 2017:

- Successful migration of ex-United Biscuits UK sites and Northern Europe sites into the Yildiz Active Directory domain
- Trust structure is established between Godiva and Yildiz (in order to allow users from a trusted domain to access services in other trusting domain.)
- Basic Identity Management forms (Umra Tool are used in Yildiz holding) to control everyone's access to critical information within an organization.
- Godiva Identity Management forms created and tested for verifying users whenever they access a system.

4.2 ELECTRA PROGRAMME:

This programme aims to build a unified application portfolio through the consolidation and rationalisation of legacy applications across ex-United Biscuits and Ülker, and to enable decisions on which non-ERP applications to retain, retire, expand from local to regional, or global use etc. Basic objectives are:

- Digitalisation, centralisation, and rationalisation of pladis business process applications scaling regional best practices as global pladis solutions.
- Migration of all current applications from Google to alternative platforms and switch off Google
- Implementation of pladis Projects (ex-United Biscuits Projects) solution in a common pladis service tower, which utilizes an agile, cost effective and easy to develop BPM (Business Process Management) Platform empowered with Disaster Recovery scenarios (already in place)

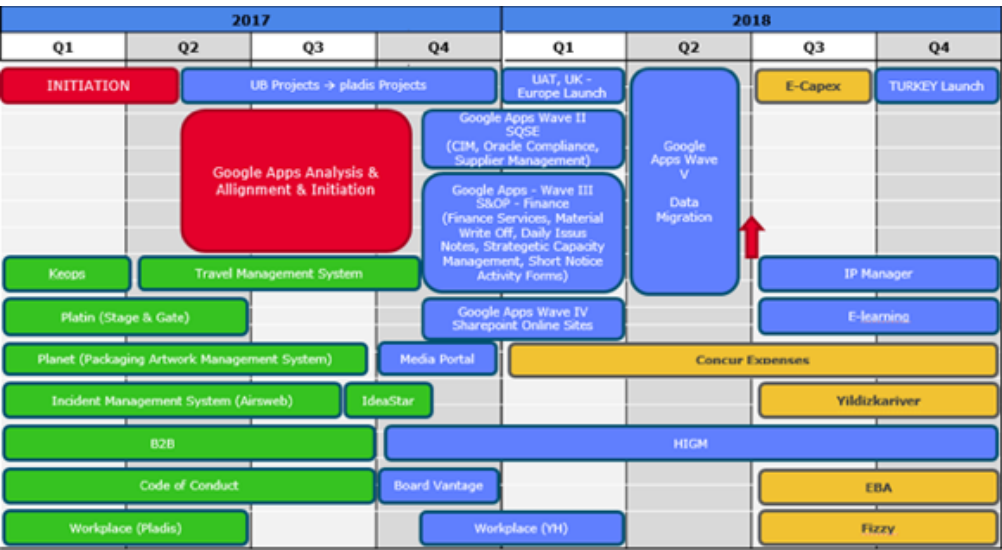
Key Benefits:

- Long-term cost optimisation through scaling platforms across multiple platforms.
- Creates an ecosystem of applications with embedded flexibility that will empower the business
- Supports simplification and single processes, driving a common language within Yildiz Holding / pladis

Scope:

- Yildiz Holding/ pladis

High Level Timeline:



Deliverables 2017:

- Platin Project – R&D project management application
- India and Nigeria Sales Force Automation Project – deployment of MOBIS system
- pladis Code of Conduct Project – a platform (Navex Solution) that hosts our pladis Code of Conduct compliance training
- Online Travel Booking Project– a unified solution (HRG) for travel & expense management
- Planet Project – a platform for managing our Brands related processes and assets

See sub-projects deliverables: 4.2.1 – 4.2.5

4.2.1. Applications Rationalization (Google Applications Retirement):

The scope of Applications Rationalisation is driven by migration from Google to Microsoft, with the migration and optimisation of the existent portfolio of applications.

Key Benefits:

- Simplified processes through a unified flexible application capable of onboarding new functionalities
- Delivers a Business Process Management Platform (BPM) solution to support pladis processes in Europe and Turkey that is a scalable, enterprise grade software package for developing process-based solutions with ease.
- Standard data entry forms for each stage of pladis Projects across multiple functions including Supply Chain, Procurement, Marketing, R&D and Finance
- Unified & easy reporting capabilities
- Automatic notifications for all steps & mobile approval available.
- User friendly interface
- Web based platforms without the need to install any plug-ins or additional software

Deliverables 2017:

Functional based deliverables are stated below;

- Requirements for all Google Applications subject to migration defined
- “pladis Projects Investment Approval matrix” functionality development completed and in User Acceptance Test.
- “Platin and Investment Approval” reports merged under pladis Projects in a test environment
- pladis Projects ACORN development progressing for combined header, Platin / Growth IA and Acorn modules

4.2.2. India and Nigeria Sales Force Automation Project:

This project aims to roll-out MOBIS to India and Nigeria to provide consolidated view of sales functions.

Key Benefits:

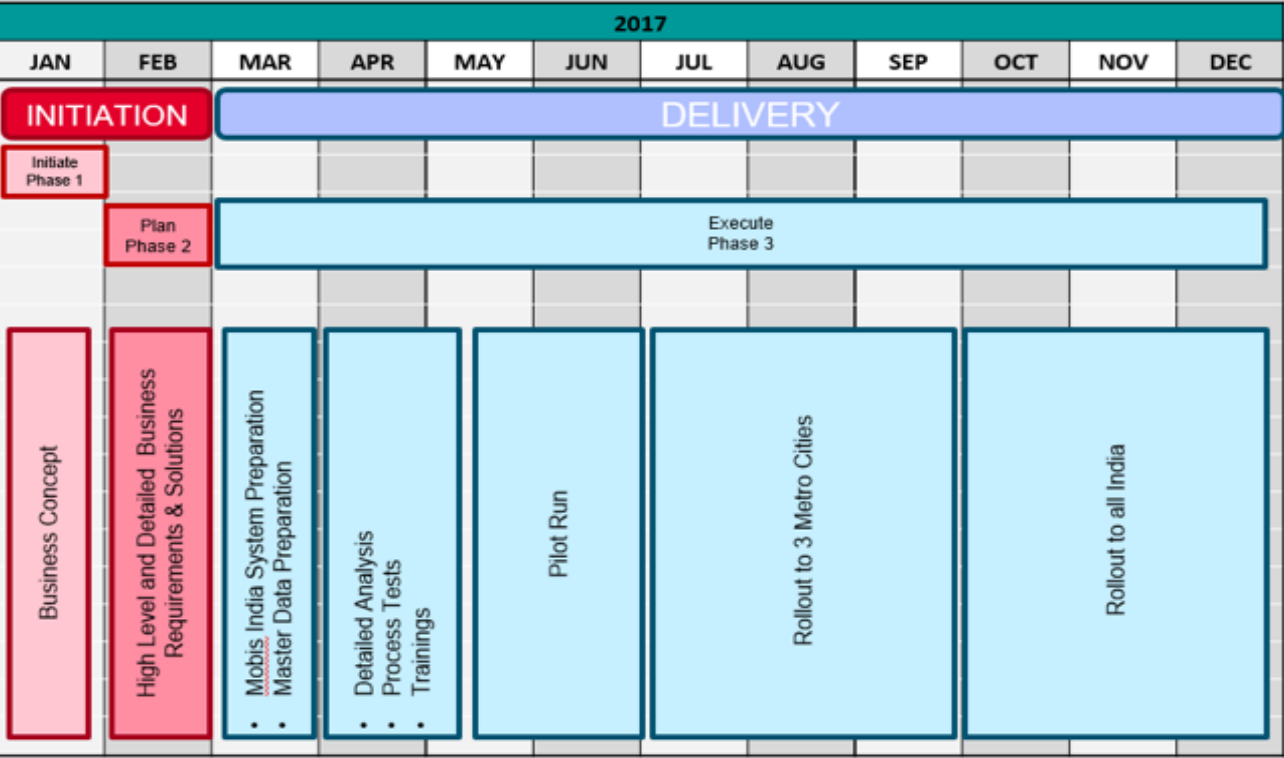
- Improved Field Management capabilities enabled by digital technology
 - B2B Operations (Distributor, Modern channel customers)
 - Data collection (Survey)
- Improved data collection allowing sales performance follow up for sales points, distributors and sales team
- Simplified & Harmonized Business Processes
- Digitalization of all processes related to field and management

Scope:

- Distributor Sales Force Automation Operations:
 - Order management
 - Dispatch management and invoicing
 - Stock management
 - Payment
 - Return management
 - Communication management (Survey, Messages etc.)
- Master Data Management (Point of Sales, Distributors etc.)

- B2B operations:
 - Distributor to pladis India order management
 - Key Accounts to pladis India order management
- Reports
- Phase 2 Topics (Trade activation programs, monthly incentives in 2018/2019)

High Level Timeline:



Deliverables 2017:

- Hardware catalogue for Mobile devices and printers prepared
- Training and pilot usage of both India & Nigeria completed
- All of Lagos State and 6 South Region distributors have been successfully completed in Nigeria

Roadmap 2018:

- Total of 52 distributors targeted for rollout in Nigeria; scheduled for completion Q1 2018
- Total of 75 distributors targeted for rollout in India; scheduled for completion Q3 2018



4.2.3. Planet Packaging Solution Replacement Project:

Packaging Objectives, a Service Graphics Management Technology solution deployed across pladis all regions.

Key Benefits:

- Introduce a common business practices across the region & globe.
- Identify and report inefficiencies & bottlenecks in the process
- Deploy an improved process for increased time to market
- Reduce errors in artwork management (order proofing & copy management)
- Web based digital warehouse for all assets
- Validated approval workflows to ensure compliance with regulations
- Connect modules with a user-friendly interface

Scope:

- pladis all regions

Deliverables 2017:

- Planet Platform went live in pladis Turkey & is operating successfully; 'business as usual' mode.
- Business have started tests on the shadow site and preparation of training materials.
- Roll-out to UK re-planned to 2018.



4.2.4. Code of Conduct Online GRC for Ethics Project:

pladis Global Code of Conduct sets out the ethical standards and framework within which the way we do business is held to account. IS was asked to provide a framework for all pladis employees globally1 to have:

- Easy access to Code of Conduct documentation
- Easy access to training on compliance matters (e.g. changes in any regulations)
- Easily accessible platform for employees to report any violations

Key Benefits:

- **Policy and procedure management** - allows organizations to centralize policy management, automate workflow, enforce electronic archiving for old documentation, increase ease to certify acceptance of policies from relevant parties. Employees can log-in and accept that they agree with terms and conditions.
- **Online Training** - provide awareness training material so employees self-train on the Code of Conduct
- **Case management software** - to capture, investigate, resolve, and analyse the issues and events reported from various areas of the organization and through various vehicles. Whistle Blowing Line Call Centre can log ethical anonymous issues to Web Site.

Scope:

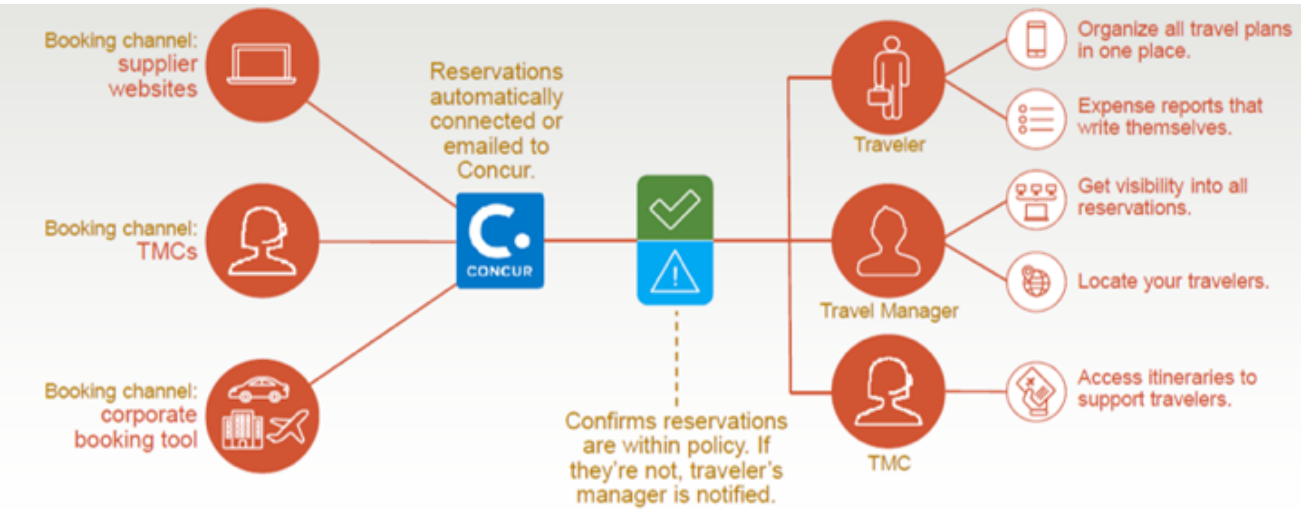
- All pladis employees globally (except Godiva)

Deliverables 2017:

- Code of Conduct training module successfully went live in November 2017.
- Project continues with additional activities for Help-line and Whistleblowing modules enablement (2018).

4.2.5. Online Travel Booking Project:

Today, many Global Companies consolidate their travel to a single Travel Management Company that offers an online booking portal, contracted globally to enable spend control, visibility & safe travel.



Key Benefits:

- safe travel and cost savings on travel expenses
- standardized transportation rules and conditions (travel class type etc.)
- number of transactions (e-mail) is reduced
- higher visibility on travel options allowing travellers to choose the best alternative for their trip & the company to enforce spend control through hard & soft limits in system.
- on-line approval with the visibility of the cost of travel is possible
- single reporting
- global agreements (airlines, hotels) will be embedded in the on-line tool

Scope:

- Yıldız Holding Turkey
- pladis UK

Deliverables 2017:

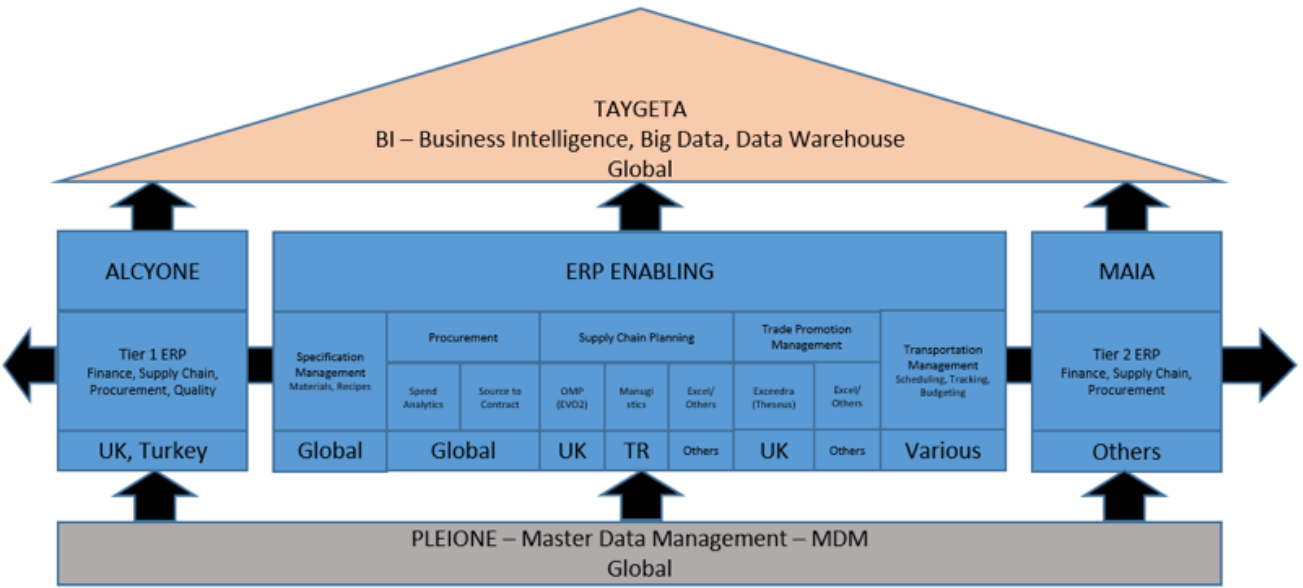
- HRG Company appointed as the preferred Yıldız Holding / pladis Travel Management System.
- UK Concur travel and expenses integrations with HRG finalized & launched for October 2017
- Concur (in UK) and Viking (in Turkey) were selected as Online Booking Tools utilised by HRG. Online booking went live on 16.10.2017 in pladis UK and on 01.11.2017 in Yıldız Holding Turkey

4.3 ERP ENABLING PROGRAMME:

The objective of this programme is to enable an ERP system that harmonizes & supports all operational business processes required for Finance & Supply Chain (Manufacturing, Logistics, Planning and Procurement) whilst supporting quality processes and providing harmonised data & metrics.

This project has several sub-projects:

- 4.3.1 Global Specification Management Project
- 4.3.2 Global Procurement – Spend Analytics Project
- 4.3.3 Global Procurement – Source to Contract Project
- 4.3.4 Theseus Trade Promotion Management Project

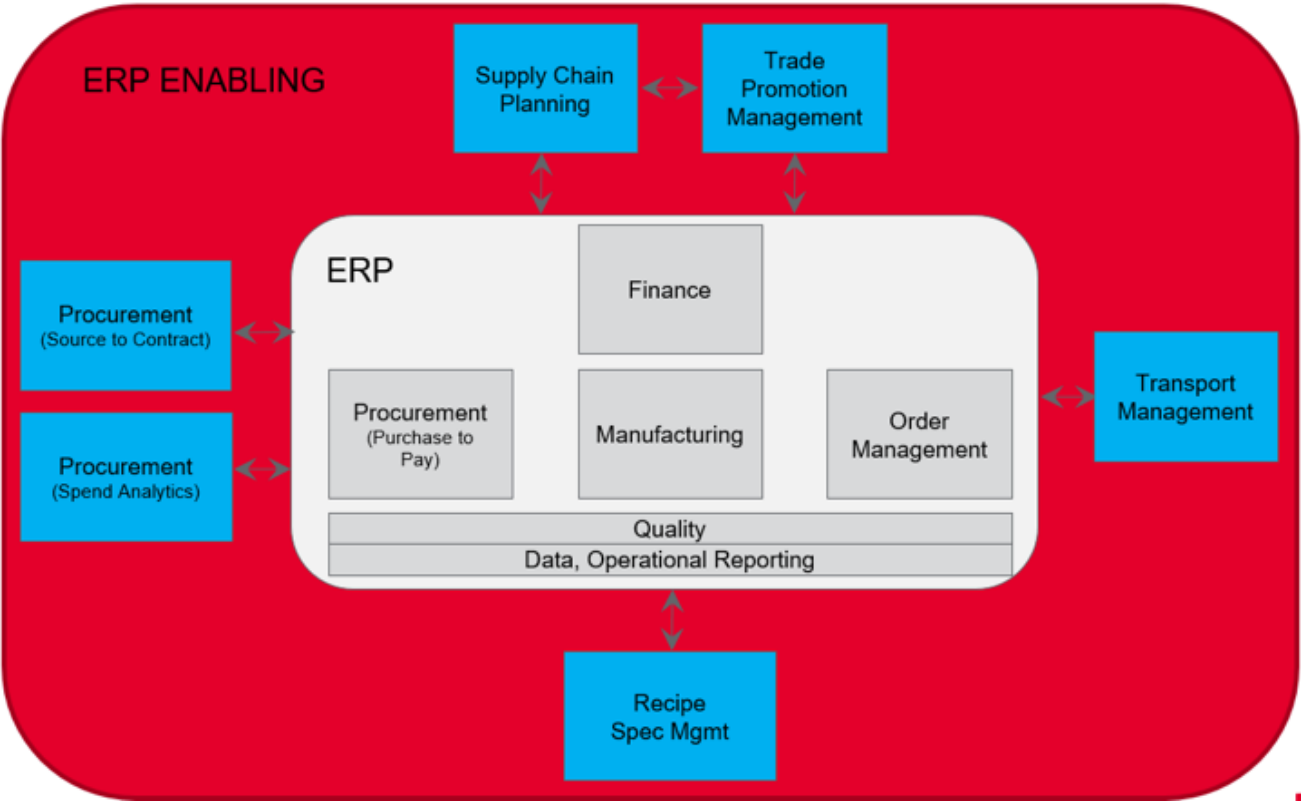


Key Benefits:

- One set of Procurement Systems (Spend Analytics and Source to Contract)
- Specification Management to define all materials, recipes and finished products, used in a common way in all countries
- Supply Chain Planning to manage Sales Forecasting through to Production scheduling
- Trade Promotion Management to control Trade Spend and manage both planning and execution of promotions
- Transportation Management to plan and manage the delivery of our products to our customers

Scope:

- pladis



High Level Timeline:

PROJECTS	MILESTONES	PLANNED GO LIVE MONTH/YEAR
OMP/Supply Chain Management	UK FCT Go-Live	10.2016
	UK OPR / SOP Beacon Site Go-Live	12.2016
	UK OPR / SOP Remaining Sites Go-Live	07.2017
	UK Strategic Planning Go-Live	07.2017
Theseus – Trade Promotion Management	UK Go-Live	11.2017
Spec Management	UK Pilot Go-live	08.2018
	UK Go-Live	10.2018
	TR Pilot Go-live	10.2018
	TR Go-live	11.2018
Global Procurement – Spend Analytics	UK Go-Live	09.2017
	TR Go-live	12.2017
	Other regions go-live	03.2018

Deliverable 2017:

- OMP Supply Chain Management went live on 20.07.2017.
- Theseus (Trade Promotion Management) went live on 16.11.2017.
- Finance Planning & Accounting went live on 19.09.2017.

See sub-projects deliverables: 4.3.1 – 4.3.4

4.3.1 Global Specification Management Project:

At present, there are multiple processes and tools to support Material, Packaging, Product and Process specification development which are different by material group, production plant and country. The aim of this project is to implement a central Material and Recipe Specification Management system on a global scale. Objectives are:

- To prepare a standardized and global way of working for:
 - Raw material specs,
 - Packaging material specs
 - Recipes
 - Process specs
 - Semi-finished good specs
 - Finished Good Specs based on a platform built according to best practices
- To enhance operational efficiency by having a standard, lean and user friendly Global Spec Management Application for all users.
- Best Practice Spec Management System

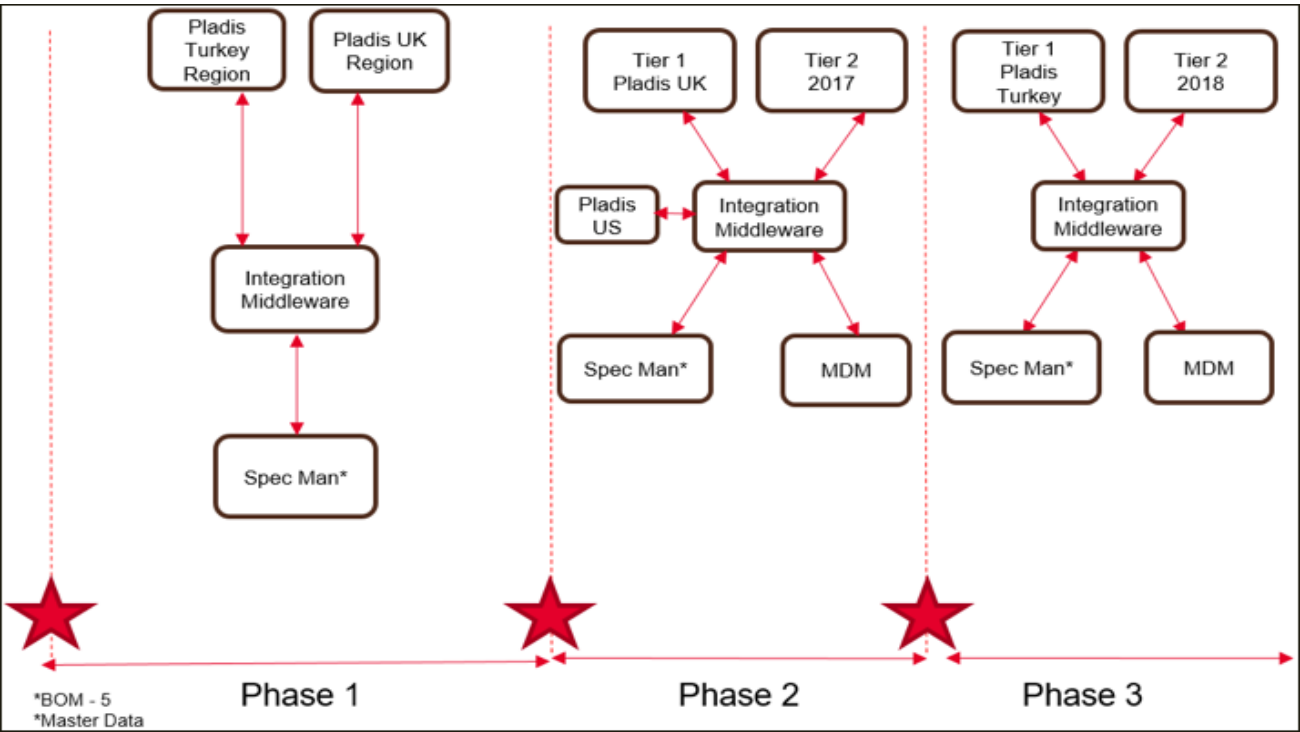
Key Benefits

- Standardized Business Processes (workflows) and Data.
- High Quality of Data
- R&D work day optimisation
- Crisis Management Reporting improvements
- Better search abilities

- A global system will provide access to all the specs from one central data location, reducing complexity whilst increasing flexibility, transparency and control and driving a common language for spec/material management.
- This spec management system could potentially bring 30% time saving on spec management process per employee¹.
- Currently, reporting time in businesses can be up to 30 days. Using this system reporting time will be reduced to below 5 minutes.
- Harmonization of one type of ingredient brings between £ 40k – 200k savings 1. 17 material types, excluding packaging would bring £ 680k of cost savings.
1 – Based on benchmark data

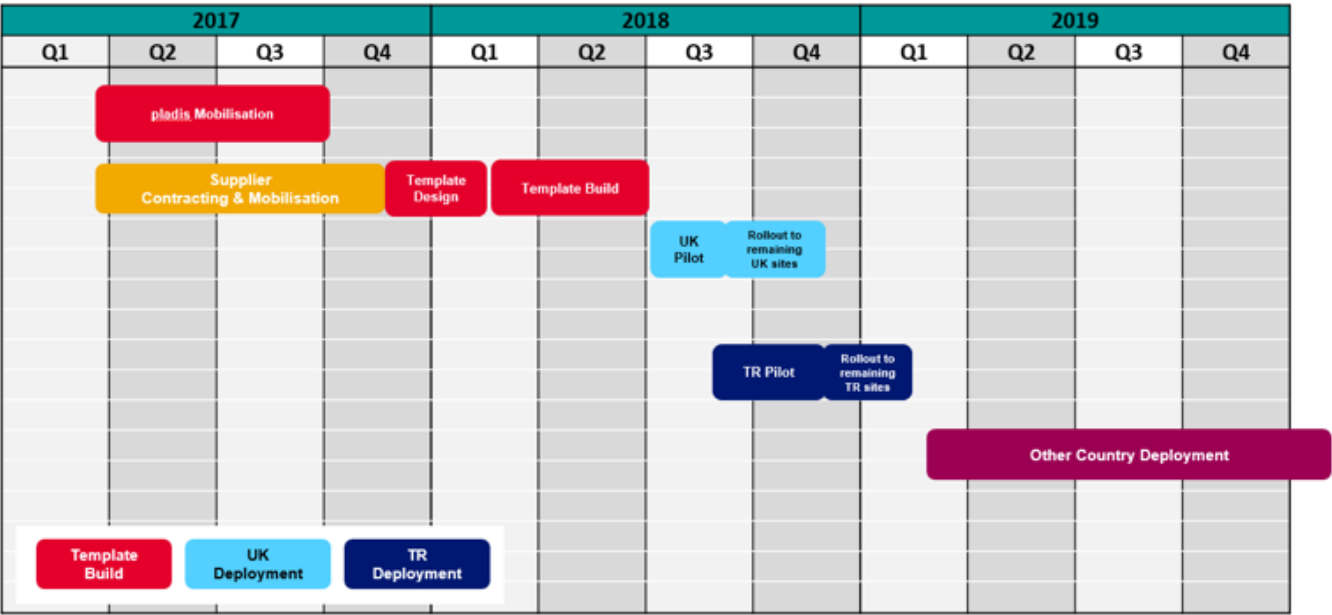
Scope:

- Phase 1- Scope including Raw material specs, Packaging Material Specs, Semi Finished Goods Specs, Finished Goods Spec, Recipes and Label Copying.



PHASES	COMPANIES
Phase 1 (pladis Turkey Region)	Ülker Biscuit (Gebze, Ankara and Esenyurt Locations)
	Ülker Chocolate (Topkapı and Silivri Locations)
	Biskot Biscuit (Karaman Location)
	Continental Confectionery Company (CCC) (Çorlu Location)
Phase 2 (pladis UK/ North Ireland Region)	United Biscuits (High Wycombe Office Location)
	McVities's (Tollcross, Carlisle, Harlesden and Manchester Locations)
	McVitie's Cake (Halifax Location)
	Jacob's Bakery (Liverpool (Aintree) and Wigston Locations)

High Level Timeline:

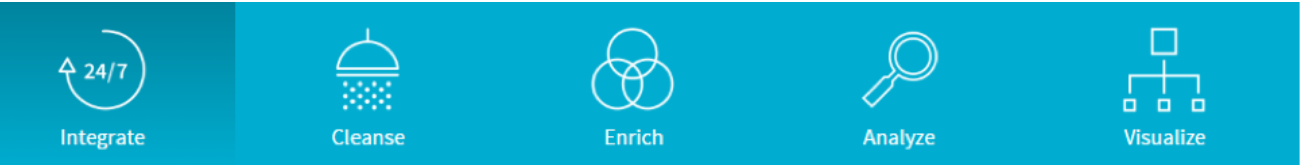


Deliverables 2017:

- The project was kicked-off and the global design blueprint document prepared.
- Siemens (Vendor partner) ran Blueprint workshops on 15-16 November 2017 with 3 more workshops planned in Istanbul in January and February 2018.
- Software licences received.

4.3.2 Global Procurement – Spend Analytics Project:

The Spend Analytics project allows for extraction of specific supplier and material spend data from the legacy ERP systems; cleansing and enriching the data, then displaying in a relevant format to the end user. This provides Procurement with a single simplified source of procurement data – “one (single version of the truth)”.



Key Benefits:

- To enable the Procurement Community to build comprehensive category strategies, which will improve supplier relationships and drive optimal cost bases.
- To provide category and supplier spend visibility across pladis, enabling global and regional procurement teams to leverage global volumes to make the best possible commercial decisions.
- As the initial ERP landscape¹ consolidates to one instance of SAP, the yearly licensing costs will also reduce (£8k per year per reduction in feed).
- Modern intuitive system, self-service and easy to use/configuration that supports efficient working methods with fast time to value deployment.
- Gathers spend data from the last three years from regional ERP systems and delivers to the buyer's desktop in a consolidated and configurable reporting format facilitating analysis at category & supplier level.

¹Initial ERP landscape: Two instances of SAP (UK, Turkey), JDE Europe, JDE (Tier 2) and a consolidated report from Godiva

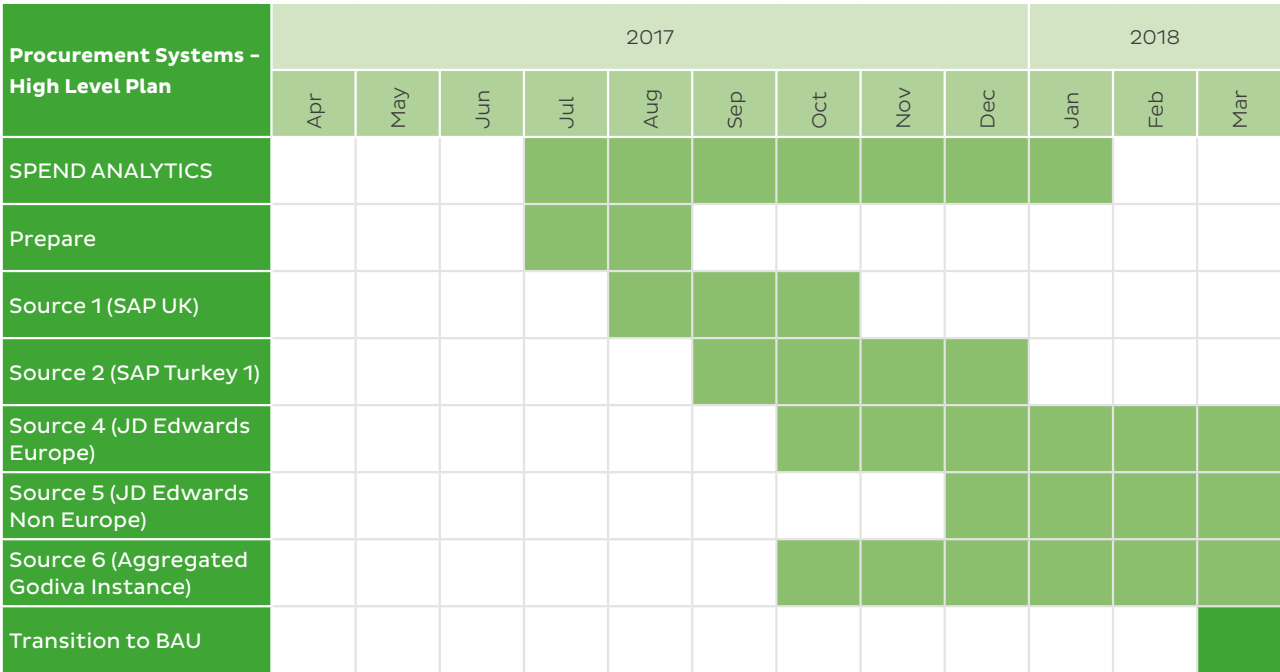
Scope:

...Deploy globally consistent processes delivering sustainable benefits for pladis across Source to Pay (STP)...



- Data Scope: Three years of historical data will be extracted per instance, plus a monthly download.
- User Scope: 150 users (entire procurement department) will be able to access and use the platform.

High Level Timeline:



Deliverable 2017:

- pladis UK went live on 09.10.2017
- Turkey went live on 05.12.2017

4.3.3 Global Procurement – Source to Contract Project:

The aim of this project is to deploy a common “Source to Contract Platform” (Bravo Solution) that costs less than the previous multiple platforms, allowing the execution of global tenders, contracts & for global scale to be capitalised on. Bravo Solution also provides additional functionality and visibility which should in turn drive significant procurement savings.

4.4 TIER 2 ERP- MAIA PROJECT:

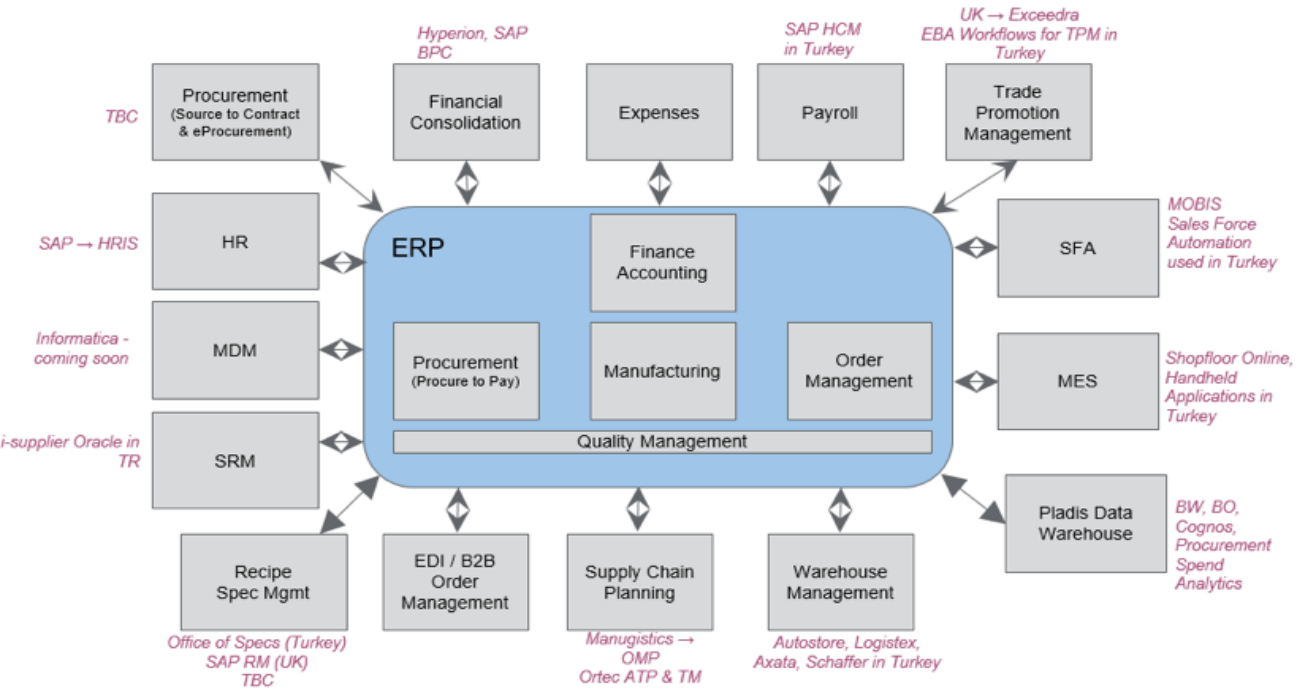
The Tier 2 ERP – Maia project aims to deliver one central ERP system for Tier 2 countries. The chosen platform is JD Edwards Enterprise One; a functionally rich ERP solution supporting our current processes as well as future ones.

Key Benefits:

- To execute end-to-end processes in one central ERP system which will:
 - Reduce cost (no requirement to upgrade individual ERP systems)
 - Improving central management (aligned global shared IS service)
 - Provide standard & lean End2End Business Process Flow: Simplified, Standardized & Harmonized Business Processes enabling shared services in all locations,
 - Provide one version of harmonized data for Materials, Vendors, Customers, Costs, Revenue & transactions improving & simplifying intercompany operations
 - Facilitate mobility & digitalization being a key enabler for Compass 21
- Provide Localizations, country and company specific statutory compliance as required
- Better Support Model for users

Scope:

- Geographical Scope: See below countries in ‘High-level Timeline’
- Functional Scope: The core business functions of the business;
 - Procurement (Stock Based, Service Based)
 - Inventory and Stock Management
 - Sales Forecasts, Yearly-Monthly-Weekly Production Planning
 - Manufacturing Executions
 - Quality Management and Plant Maintenance
 - Sales & Distribution (Intercompany Operations)
 - MOBIS Integration
 - Accounting and Finance
 - Product Costing & Manufacturing Accounting
 - Standard Cost Accounting & Actual Cost Accounting
 - Profitability Analyses & Reports
 - Legal mandatory layout forms



High Level Timeline:

Instance NO	COUNTRY	STATUS
1	Saudi Arabia (FMC)	2016 – Completed
	Egypt	2016 – Completed
	Kazakhstan	2017 – Completed
	Saudi Arabia (IBC)	2017 – Completed
	Dubai	2017 – Completed
	Nigeria	2018 (April) – Planned Date
	KSA Merger and VAT Transition in KSA and Dubai	2017- Completed
	Consolidation	2019 – Planned Date
2	Netherlands	Completed
	France	Completed
	pladis Europe	2017 – Completed
	Belgium	2018 – Planned Date
	Sweden	2018 – Planned Date
	Spain	2018 – Planned Date
	Romania	2018 – Planned Date
	Germany	2018 – Planned Date
	Italy	2018 – Planned Date

Deliverable 2017:

- KSA IBC Implementation and Dubai Office Kick-off (18.04.2017)
- Nigeria Kick-off (13.06.2017)
- Sweden Kick-off (10.08.2017)
- Go-Live in Dubai Office (03.07.2017)
- Go-Live in IBC (08.09.2017)
- Go-Live in Kazakhstan

4.5 GLOBAL HRIS – MYWORKDAY (#COMPUS21) PROGRAMME:

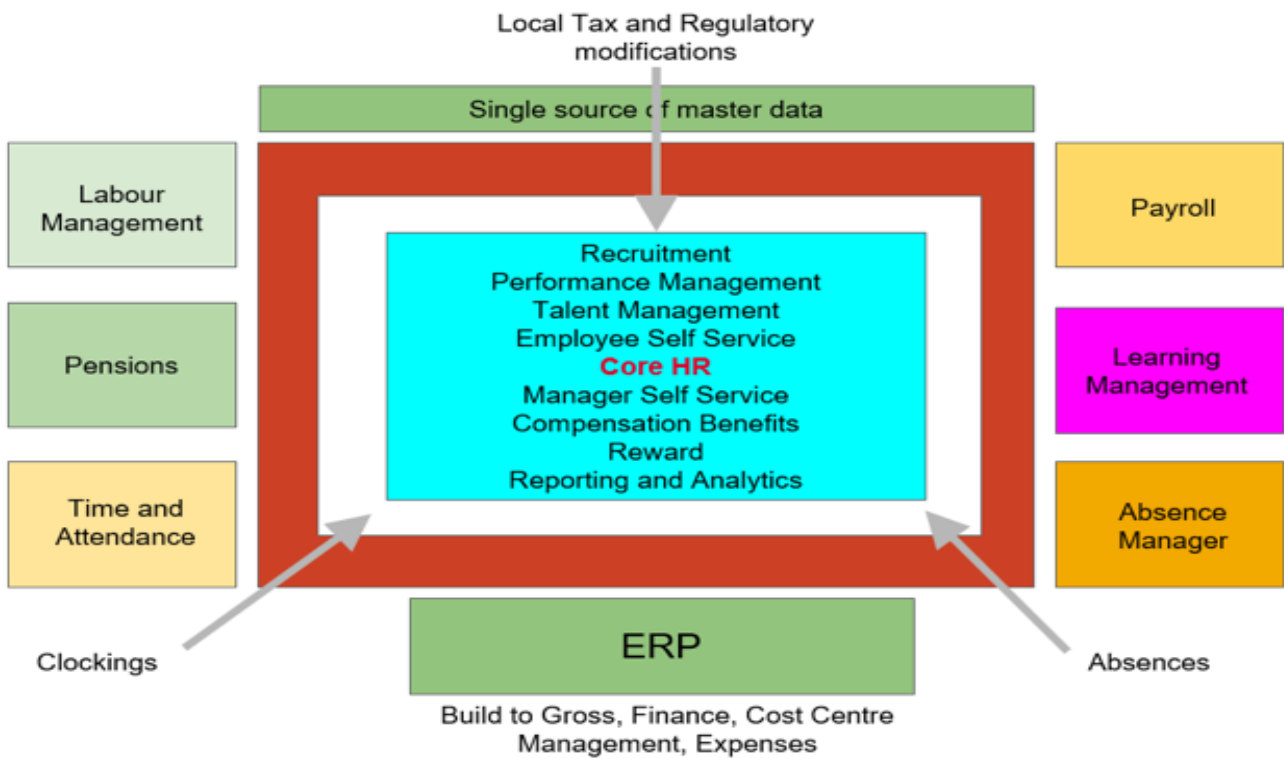
The aim of the project is to implement one global system to connect pladis and Godiva employees across the world; combining integrated ways of working and a consistent digital experience. This in turn will result in a single way of managing our people and creating a modern, fast paced and agile environment that enables our people to deliver outstanding performance.

Key Benefits:

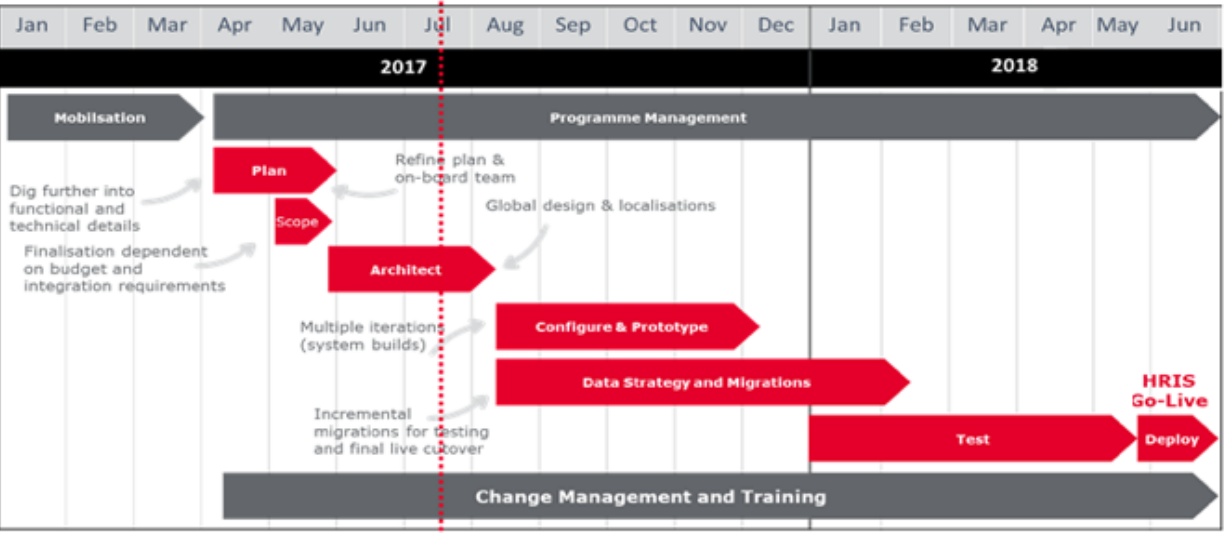
- Employee data in one system; more effective and efficient reporting, on demand/ fast data analytics (enabling Improved management decisions)
- Centralisation & automation leading to leaner HR operations: facilitating more ‘value-added’ work
- HR Operations providing a standard service across the group; standard HR processes across the business
- Empowered managers and employees: easy access to HR-related information; ability to complete transactions 24/7 anytime, anywhere
- Global talent management: identify and effectively manage talent across borders

Scope:

- Geographical Scope
 - pladis Group employees (white & blue collar for UK and variations by country)
 - Contingent workers (depending on country)
- Functional Scope: All employee life cycle processes including
 - Reporting / Analytics
 - Recruitment
 - Compensation & Benefits
 - Talent
 - Performance
 - Succession Planning
 - HR Case management (UK only)
 - Document management (UK only)
- Integrations to Finance and other dependant systems



High Level Timeline:



Deliverable 2017:

- 3 days Training in December 2017 for TR/MENA/CA/SA region
- Delivery of basic system structure
- Configuration tenant built and test results created
- Global change impact assessment completed
- Learning strategy and approach agreed
- Business readiness assessment approach agreed

4.6 PLEIONE (MASTER DATA MANAGEMENT - MDM) PROGRAMME:

The aim of the project is to harmonise business core data (including data cleanse), manage centrally and facilitate access globally instead of having isolated, inconsistent data silos.

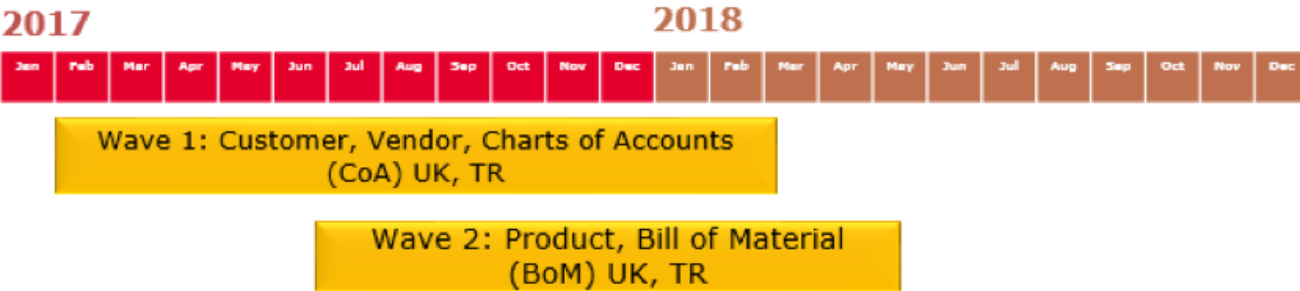
Key Benefits:

- Establishment of Master Data Governance including data policies & standards
- Central management of Master Data
- Providing Master Data Management Shared Services
- Enabling a single version of Truth (accurate, reliable, consistent, complete)

Scope:

- Master data management (MDM) for the following predefined data types: Customer, Supplier, Charts of Accounts, Product, Bill of Material
- Global Template Design
- Domains in Scope:
 - Customer
 - Supplier
 - Product
 - Bill of Material
 - Chart of Accounts
- Geographies in Scope
 - pladis UK, TR (US in coming phases 2018)
- Support Transition for TR

High Level Timeline:



Deliverables 2017:

- MDM Customer and Vendor went live on 11.12.2017 for UK
- MDM Customer and Vendor Turkey data definitions (ongoing 2018)
- MDM Chart of Accounts build (ongoing through 2018)
- Product and Bill of Material analysis (ongoing through 2018)

4.7 GLOBAL AND LOCAL DATA MANAGEMENT PROJECTS:

4.7.1. pladis Group Consolidation Application (FP&A Reporting) Project:

The formation of pladis Group has resulted in the need to develop a group reporting system (HFM) that will consolidate the brands of McVities, Godiva, Ülker and StarBrands into one system.

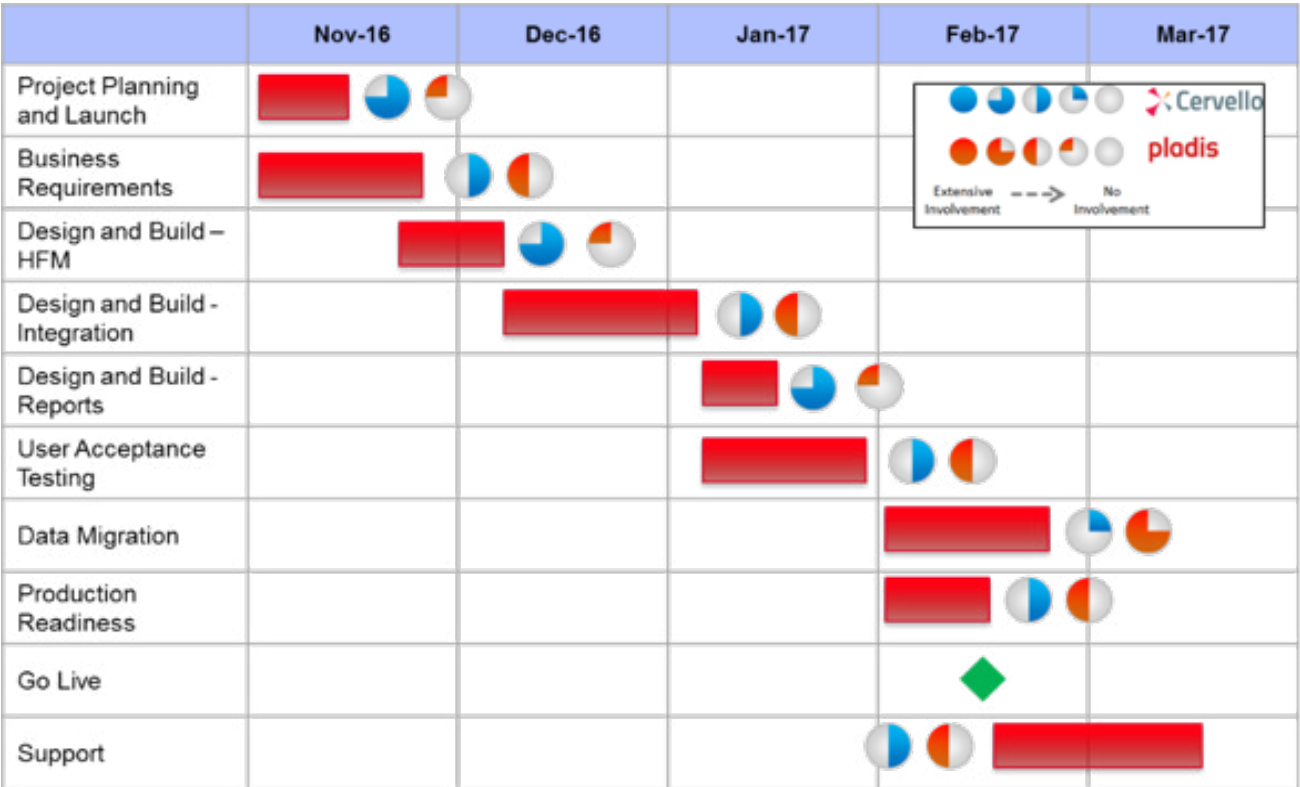
Key Benefits:

- Providing high level internal management reports in order to report, review and manage the performance of the organization, with standardized global financial processes and a global central repository.

Scope:

- Location: Global (pladis and 10 other regions)
- Users: Approximately 50

High Level Timeline:



Deliverables 2017:

The system is in operation and it was deployed in 2 phases as follows:

- Phase 1 – Aim: to allow regions to input their 2017 budget data. This has been operational since mid-October 2016
- Phase 2 – Aim: to allow pladis Group to produce internal management reports including 2016 and 2017 actuals data. Was deployed for January 2017 month end reporting.

4.7.2. Financial Planning Cash Flow and Manufacturing Conversion Cost Reporting Project:

The pladis Hyperion Financial Management application was implemented for pladis Group Financial Planning in March 2017. It has now been used successfully to consolidate pladis Group results over several month-end cycles.

Key Benefits:

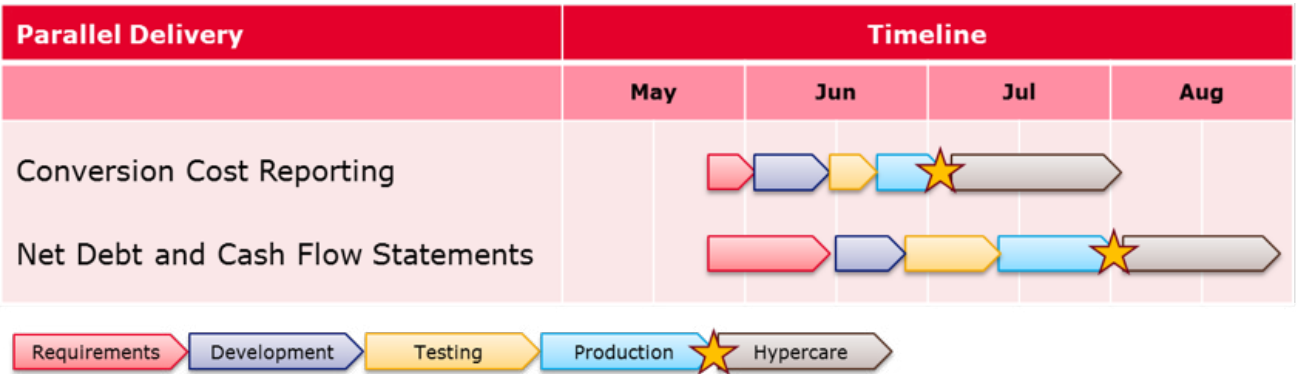
- Net Debt and Cash Flow Statement: To report the pladis Group Cash Flow Statement, broken down by region including allocations

- Manufacturing Conversion Costs: To provide further breakdown of the Cost of Sales section in the P&L, broken down into each manufacturing site

Scope:

- Location: Global (pladis and 10 regions)

High Level Timeline:



Deliverables 2017:

- Project was closed successfully.

4.7.3. Financial Planning Application Data Automation Project:

The pladis Hyperion Financial Management application is a stand-alone application that relies on users submitting data through Excel uploaded templates. The project focuses on automations where the readily available data is aimed.

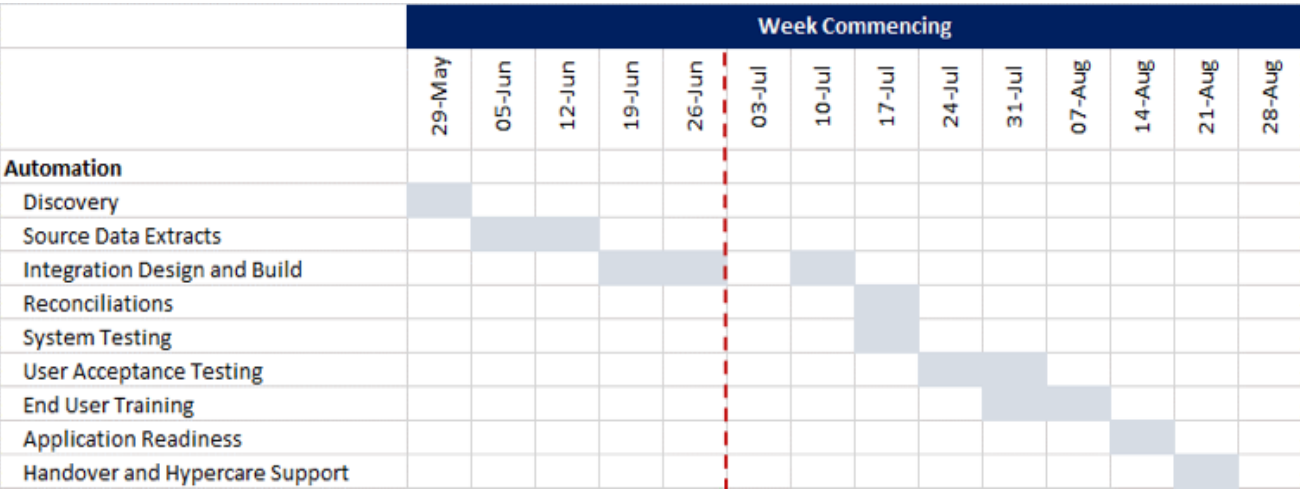
Key Benefits:

- An extension of the process would replace some of the data submissions in the pladis Hyperion Financial Management application with data extract from existing feeder systems, where the required data is readily available. This would reduce manual manipulation; improving reporting time-frames and efficiency.

Scope:

- pladis

High Level Timeline:



Deliverables 2017:

- Project was completed successfully.

4.7.4. Europe Central Finance Reporting Platform Project:

pladis would like to achieve a deeper insight into the profitability of products sold into Europe and need to create a system that will provide a single source of data.

Key Benefits:

- will enable a range of reporting options whilst reducing existing reporting timelines (previously several months) with improved visibility.
- will involve the merger of several source systems across Europe

Scope:

MAIN FUNCTION	SUB-FUNCTIONS
Reporting Options Required	Product Profitability
	Sales Reporting
	United Biscuits International
	Ülker
pladis Organizations In Scope	Eurex Romania
	UB Europe
	Sweden
	Others as & when required

High Level Timeline:

Activity	Nov	Dec	Jan	Feb	Mar	Apr	Notes
Requirements		<div></div>					Confirmation and approval of requirements.
System Design		<div></div>					Data Investigation, Modeling, Validation
System Development		<div></div>	<div></div>	<div></div>			Database Development, interfaces and processing
Report Development			<div></div>	<div></div>			Reporting design and creation
UAT Testing / Training				<div></div>	<div></div>		System Testing, training and UAT.
Deployment					<div></div>		Implementation and approvals
Support					<div></div>	<div></div>	Hypercare support, and transition to Pladis
<div><div>▲ Key Milestones:</div><div>• Requirements signed off</div><div>• User acceptance testing complete</div><div>▲ Key Dependency</div><div>• Infrastructure available</div></div>							

Deliverable 2017:

- Project was completed successfully and in operation.

4.7.5. Kazakhstan-Saudi Arabia-Egypt Profitability Report Set:

In this project finance profitability reports for pladis companies Hamle (Kazakhstan), HiFood (Egypt) and FMC (Saudi Arabia) were created. These 3 companies, changed their ERP system to Oracle JD Edwards ERP Solution. After analysing the system, we developed technical layers to develop reports in the new environment. Search for relevant data performance is one of main objectives to show the profitability reports. The report sets created both main and product perspective, which allow for detailed analysis.

Key Benefits:

- Fast profitability calculation
- No manual workflows (automated reporting) improving reliability & stability of reporting
- Reports are in one place

Scope:

- pladis Companies in Kazakhstan, Saudi Arabia and Egypt

Deliverables 2017:

- Finance profitability reports for Hamle, HiFood and FMC are now live. Project completed in March 2017.

4.7.6. Kazakhstan Finance Report Set:

The project aim was to deliver reliable & centralised automated reporting capabilities in the pladis Kazakhstan accounts system, specifically providing;

- Balance Sheet Reports
- Fixed Assets Reports
- Procurement and Sales Balance Reports

For each report, the user can see both debit and credit accounts at a general level and drill down into accounts for fast analysis, with some reports holding 5 levels.

Scope:

- pladis Companies (Kazakhstan)

Deliverables 2017:

- Balance Sheet, Fixed Assets, Procurement and Sales Balance Reports are live for Kazakhstan at Q3 2017.

4.7.7. pladis Turkey - Cash Outs for Retail Customers with Nielsen Company Integration:

This project is a Reporting and Data Ware House project for pladis Turkey. Retail Customers of Yıldız Holding (local and large retail chains in Turkey) were integrated into Nielsen consultancy reporting system. Sales managers and representatives were granted systems access to view weekly cash outs on the Business Intelligence systems. Facilitating this access removes manual workflows, automates & maintains centralisation of reporting.

Scope:

- pladis Turkey

Deliverables 2017:

- Integration of Retail Customers into pladis systems for report view in June 2017.

4.7.8. pladis Turkey - Cash Outs for Carrefour- ŞOK -Migros with Their Own B2B Integration:

Reporting and Data Ware House project for pladis Turkey. Carrefour, ŞOK and Migros retail customer entities were integrated into the system with their own B2B integrations.

Sales Managers & representatives were granted systems access to view weekly cash outs on the Business Intelligence systems. Facilitating this access removes manual workflows, automates & maintains centralisation of reporting.

Scope:

- pladis Turkey

Deliverables 2017:

- Carrefour, ŞOK and Migros retail customers have been integrated to the system and relevant reports are now live as of July 2017.

4.7.9. pladis Turkey – Istanbul Gıda Sales Cockpit Reporting Project:

The aim of this project is to use centralised & automated reporting to track Istanbul Gıda sale drivers which result in overseas sales; broken down by category, brand and country performance.

Scope:

pladis Turkey – Istanbul Gıda

Deliverables 2017:

- Datamart universe and reports developed and relevant reports are now live. The project is successfully closed in September 2017.

4.7.10. BTS–Bizim Toptan Sales Business Intelligence Transformation Project:

Business Intelligence reporting platform on AS/400 platform required as part of the Business Intelligence Transformation Project for BTS (Bizim Toptan Sales company), to produce automated & centralised reports including;

- Sales reports
- CRM reports (customer relationship management)
- Budget reports

Scope:

- Bizim Toptan Sales Company

Deliverables 2017:

- Business Intelligence reporting platform established and relevant reports are now live. The project is successfully closed at Q4 2017.

4.7.11. Egypt–India Sales Force Automation (MOBIS) Reporting Project:

In our India and Egypt locations; there was a need to provide automated & centralised reporting on the operational and sales data of the teams who use the MOBIS application. To prepare these reports, packages were prepared for transferring data from the MOBIS systems in these relevant locations to the Yıldız Holding data warehouse. After the reporting environment was established, standard summary and operational reports were prepared.

Scope:

- pladis India and Egypt

Deliverables 2017:

- Operational and sales data reports are now live, the project is closed in December 2017.

4.7.12. Önem Gıda Sales Reporting Project:

IS was required to facilitate an automated & centralised reporting capability for Önem Gıda’s sales, allowing managers & other relevant people to conduct analysis across category, brand and customer information.

Scope:

- pladis Companies (Önem Gıda)

Deliverables 2017:

- Sales reports of Önem Gıda are now live, the project is closed in January 2017.

4.7.13. Eksper Company Business Intelligence Transformation Project:

Eksper Company is a local, Yıldız Holding affiliate company in Turkey. The aim of this project is to create a centralized reporting system, by combining and unifying Eksper Company’s (non pladis– Turkey) disparate data in different source systems. In this direction, Eksper Business Intelligence transformation project was prepared and the data in many systems have been combined in the Data Ware House system and reported centrally in the Business Objects system using automated workflows.

Scope:

- Eksper Company

Deliverables 2017:

- Eksper Business Intelligence reports are now live. The project is now closed in October 2017.

4.7.14. Eksper Company Tragon Business Intelligence Project:

The Eksper company (non-pladis) uses the Tragon system to record & review information about Buying, Appearance, Taste, Structure, Taste in the mouth of products in similar categories.

This Business Intelligence project of Tragon system consolidates and provides automated and centralised reporting on the results of pladis consumer surveys.

Scope:

- Eksper Company

Deliverables 2017:

- Datamart and universes were built, reports were created in accordance with logical analyses. Relevant reports are now live. The project is closed on November 2017.

4.7.15. pladis Turkey Daily Sales Report:

An automated Daily Sales Report was prepared for pladis Turkey top management by merging all companies whose data is held in SAP and MOBIS systems. Automation has ensured that the reporting is centralised, reliable, and reduced manual workflows.

Scope:

- pladis Turkey

Deliverables:

Report went live & project closed in February 2017. Report includes:

- pladis – nonpladis separation
- Category – Brand benchmarks
- Customer Groups
- Company’s Budget
- Sales
- Pending items
- Percentage ratios.

4.8 PLADIS KPI HARMONISATION INITIATIVE:

The goal of this initiative is to align pladis reporting and KPIs by providing a common, aligned performance metrics system operating with a unified set of consistent KPIs and definitions that support GOAL21 transformation.

Deliverable 2017:

- Data Dictionary progressing
 - Initial round of interviewing completed with Senior Information Systems Management.
 - Current and future Metrics definitions in reports in specified format –In Progress
- Supply Chain, S&OP, Procurement, SQSE and MENA data received.
- Gathering and aligning data from functional/regional teams has started.

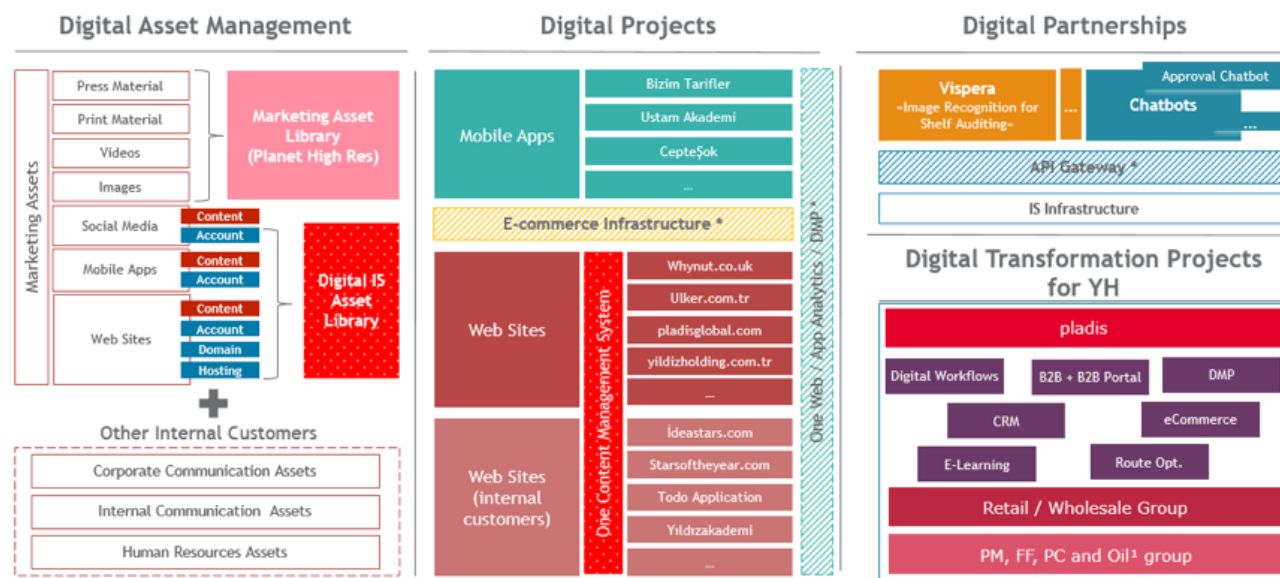
Roadmap 2018:

- This initiative will be delivered in 2018

4.9 2 SPEED IT INITIATIVE:

Long term strategic IT projects coupled with short-term Agile IT; meeting immediate IT requirements, deploying new programs as they come to market & digitalizing where appropriate.

IS Digital Team work on...



* : the system that we need

4.9.1. Yıldız Holding Digital Asset Management (DAM) Project:

The aim of the project is to create and implement a Global Digital Governance Policy This involves the management & use of digital assets¹ in service delivery and as part of the communications and engagement activities within Yıldız Holding A.S., its subsidiaries & all authorised representatives.

¹ Digital assets including domain addresses, websites & social media

Key Benefits:

- To finalize 2015 internal audit report
- To define digital asset processes (what, how, when, who, where) & provide training materials
- To create global and standard Digital Asset Policy and Procedures (within scope)
- To consolidate the current inventory (Domain Addresses and Social Media Accounts)
- To build a management tool to manage the digital assets

Scope:

- Yıldız Holding is the scope of the project
- Policy & SOPs
 - DAM Governance Model
 - Digital Asset Management
 - Digital Crisis/Incident Management
 - Vendor Management
 - Inventory Update and Management Principles (with tool support)
 - Tool Analysis and Development on Inventory Management
 - Training Materials and Training

High Level Timeline:

PHASES	TASKS	DUE DATES
Phase 1	Kick-off	09/05/17
	Analysis of All Domain List	02/06/17
	Review and Updates for Policies and Procedures	09/06/17
Phase 2	Digital Asset Management Policy Workshop	06/09/17
	Digital Asset Demand Management Procedure Workshop	13/09/17
	Digital Agency Management Procedure Workshop	20/09/17
	Social Media Management Procedure Workshop	27/09/17
	Digital Crisis Management Procedure OP Workshop	04/10/17
	Project Closure	06/10/17

Deliverables 2017:

- Finalized policies and procedures based on business requirements & feedback
- Ownership of operation and processes defined
- Action Plans and planning of new sub-projects completed

4.9.2. Digital Board Projects/CepteŞOK Project:

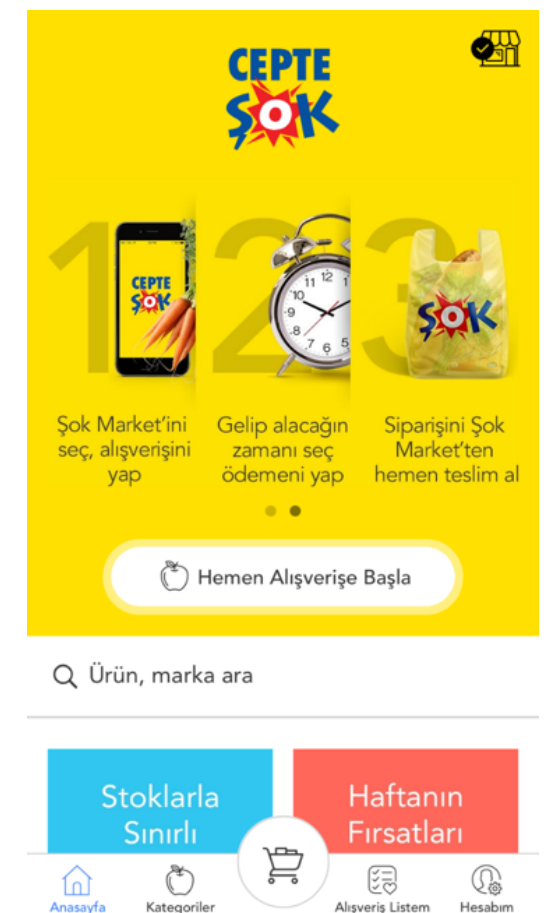
CepteŞOK is an e-commerce application that was launched as a mobile and web application (click & collect approach). Customers place their orders and pay through the mobile application, taking receipt of their order at a scheduled time & location of their choice. The development of this online shopping capability supports Yıldız Holding's digital transformation objectives, reflects changes in consumer behaviour and online shopping trends, and will allow marketing campaigns to still drive sales and engage the consumer.

Key Benefits:

- ability to focus sales campaigns on the main page of website/application
- piece/kilograms-based orders per the products category
- store selection by showing the closest and frequently used ŞOK Retail Store from the list and the map
- selection of desired delivery time from the ŞOK Retail Store per peak times

Scope:

- Customer Scope: All Turkey ŞOK Customers
- Geographical Scope: ŞOK Retail Shops (specific stores – 26 stores at first phase)



High Level Timeline:

- Planning: August 2016
- Design: November 2016
- Pilot start and Go live: July 2017

Deliverable 2017:

- Project was finalized successfully and in full operation.
- CepteŞOK application can be downloaded for free from Android and iOS supported phones.

4.10 BCR (BINDING CORPORATE RULES) PROJECT:

The aim of this project is to set up the internal rules defining our global policy (all companies) about the international transfer of personal data within the same corporate group. This Policy also applies when pladis is subject to export restrictions in non-European countries, and across entities located in countries which do not provide an adequate level of protection.

Key Benefits:

- The pladis Binding Corporate Rules Policy ("Policy") establishes the approach taken by pladis and its subsidiaries and affiliates legally bound by this Policy from time to time, (together "pladis" and each "Group Member") for the protection and management of Personal Information relating to pladis personnel, consumers, customers and suppliers.
- Data protection law in Europe regulates the way in which Group Members in Europe process personal information. European Data Protection law also contains rules that restrict the ability of pladis to transfer personal information to non-European countries, unless appropriate safeguards to protect the personal information have been put in place.
- The Policy is designed to meet the requirements of European Data Protection law by creating a framework by way of a series of rules and practical procedures for all personal information, transferred from Group Members in Europe to Group Members outside Europe (including where one Group Member is providing a service to another Group Member, as described in this Policy).

Deliverable 2017:

- BCR application to ICO (Information Commissioner's Office – UK's Independent Authority) completed.

Roadmap 2018:

We are in the process of putting together a separate team relating to both Godiva and pladis Europe/UK to deal with the implementation of GDPR (EU General Data Protection Regulation) which will come into effect May 2018.

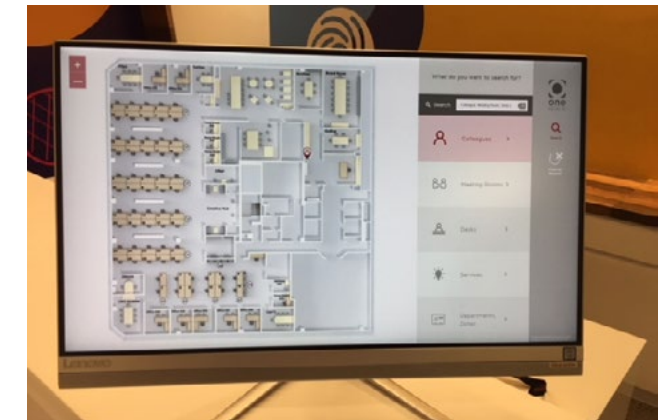
4.11 MISCELLANEOUS INFRASTRUCTURE PROJECTS:

4.11.1 White Plains Office Project:

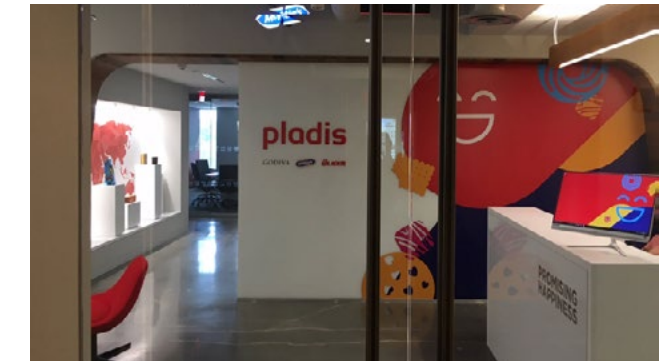
This project provided pladis North America headquarters with state of the art technology and infrastructure that will drive production and collaboration.

Key Benefits:

- Build new White Plains office with state of the art infrastructure and user computing
- Migrate all computers, users and email to same domain structure.
- Provide professional training and support on all new services and tools.

**Deliverable 2017:**

- Starbrands and Godiva users (approx. 50) are now co-located in the new US Headquarters using the same infrastructure which facilitates collaboration.
- The project commenced on May 9th and concluded with the opening of the new office on October 2nd, 2017.



4.11.2 Improvement in Asset Management – Turkey:

The aim of the Project is to record all end-user devices in Turkey on the Service Now application and to ensure the accuracy of IS hardware asset assignment systems simultaneously with Active Directory.

Also QR Code is incorporated to end user devices in order to manage and track IS assets more efficiently. Asset tracking will be faster and more accurate through reading QR Code with mobile devices, which will deliver technicians a 50% time saving with instant update, registration & tracking on Service Now system.

Key Benefits:

- Increase in asset accuracy in Service Now
- Improved Mobility through digitalization
- Zero defect (typing errors and related increased errors)

Scope:

- Yıldız Holding Turkey Offices

High Level Timeline:

- October 2017– December 2017

Deliverable 2017:

- Physical end user assets are counted manually and compared to records on Service Now IT Service Management tool
- Accuracy rate on asset assignment is tested and amendments of 30% made (December 2017).
- For QR Code Use: Information Systems ONEIS Turkey office used as a pilot, deployed in December 2017. Roll out planned for remaining Turkey offices, and other global offices throughout 2018.



4.11.3 Ülker International IT Service Management (Service NOW) Project:

The aim of this project is to enable “Incident” and “Request” ticket management via Service Now for factory and office users in Kazakhstan and Saudi Arabia, ensuring calls are tracked through a single system and that infrastructure is integrated with Yildiz Holdings domain.

Key Benefits:

- Users in Kazakhstan and Saudi Arabia will be able to get support for issues/requests:
 - by calling 3434 pladis Turkey Service Desk (available for only Saudi Arabia)
 - via <https://yildiz.service-now.com/pladis> (available for Kazakhstan & Saudi Arabia)
 - Integrated local support

Deliverable 2017:

- Saudi Arabia: “VOIP” (Voice over IP) connection was established to enable users to call 3434 for free.
- Onsite IS support groups in business locations were created for Kazakhstan and Saudi Arabia, in order to receive ticket assignments on Service Now IT Service Management tool.

Roadmap 2018:

- Deployment will continue across other offices in Saudi Arabia, and roll out to Egypt.

4.12 MISCELLANEOUS TURKEY PROJECTS

4.12.1 Totally Automated Warehouse (also known as TOD) Project:

The aim of this project is to integrate Ülker Turkey Axata systems with 3rd party logistics companies in a standard and error-free way. The digital integration of end-to-end stock flow from production to shelf defines the next generation distribution model of traditional channel, and allows the company to select any vendor regardless of integration constraints.



Key Benefits:

- The Project will deliver over 5 million TL savings whilst establishing a base to develop a more competitive supply chain management in a traditional channel through:
 - 10% increase in manpower efficiency through automating manual operations in distributor warehouses
 - Improved cash flow through the elimination of distributors redundant stock
 - 100% visibility of stock movements from TOD warehouses to shelves
 - 15% decrease in returns, resulting in higher distributor profitability

- the dependence on specific logistics companies is overcome – flexibility
- other selection criteria (for warehouse selection) is now available such as cost advantage
- leaner process and IS operations can now be managed by internal resources

Over 5 million TL saving

What	How	Result
Improve cash flow	Eliminate redundant stock	%15 decrease in returns ~3,3 million TL
Increase manpower efficiency	Automation of manual operations	%10 saving in manpower ~1,1 million TL
Decrease returns	Monitor and evaluate manpower performance	Visibility of stock movements %100
	Efficient inventory management	Decrease in redundant stocks ~0,9 million TL

Scope:

- Company Scope: All automated or semi-manual warehouses that Ülker Turkey companies operate on.
- Functional Scope: Warehouse, delivery and shipping operations

Deliverable 2017:

The project was successfully completed between March – December 2017.

4.12.2 E-Export Invoice Project:

All exporting companies in Yıldız Holding Turkey digitalized their export billing processes to allow for electronic tracking, traceability & storage in compliance with new regulations set by the Turkish Government. There will be an added benefit with paper consumption costs being reduced.

Scope:

- ERP systems (SAP – non SAP)
- 34 Yıldız Holding Turkey Companies
- Functional Scope: Declinational Operations (direct export, export without returns , return from import, repair purpose export)

High Level Timeline:



Deliverable 2017:

- Export e-invoices are fully automated in systems. Project completed.

4.12.3 Sales Integration Projects:

The aim of this project is to enable connection structure in order to continue the business with companies which were sold and separated from domain structures and corporation applications. Thus, integration of Yıldız Holding companies with sold companies is essential to connect new separate structures.

Scope:

SCOPE	DETAILS
Company Scope (Integrations between)	Teközel – Lactalis
	Teközel – Dydo Drinco
	Horizon – Dydo Drinco
Functional Scope	Sales
	Shipping
	Return
	Invoicing

Deliverables 2017:

- All sales, shipment, return and invoicing processes between the companies have been fully integrated and the process fully automated.
- Stock and shipment controls and on-demand information integration now available with reports.
- The project is successfully closed.

4.13 MISCELLANEOUS UK PROJECTS:

4.13.1 EVO2 Project:

The aim of this Project is the implementation of the selected Integrated Supply Chain Planning solution technology (OMP) for: Forecasting, Volume Planning and Scheduling, Sales & Operations Planning & Strategic Planning software across all UK sites.

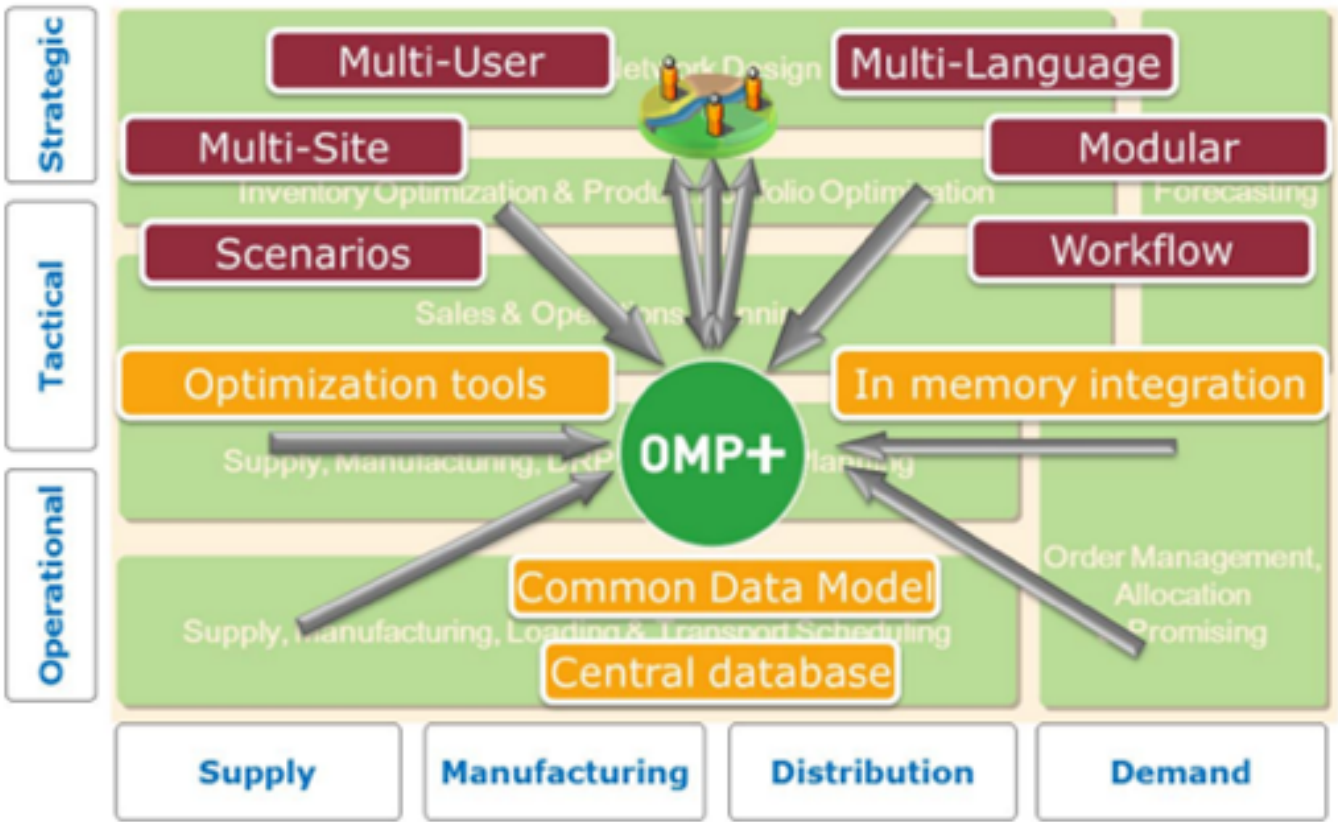
This will result in the centralisation of planning activities using a single integrated platform (volume planning and scheduling), standardization of the planning processes for the whole UK business.

Key Benefits:

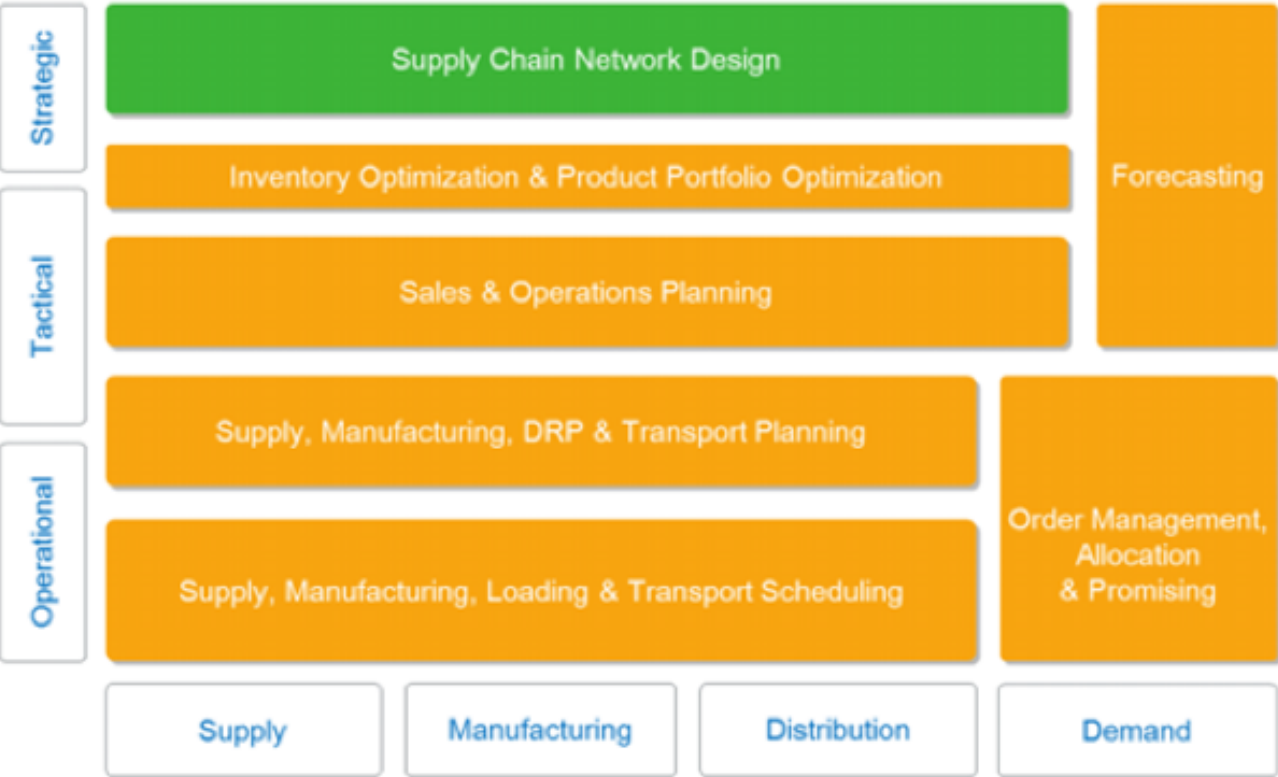
- Improve the speed of response to our customers
- Become the customer’s supplier of choice
- Reduce lost sales opportunities
- Driving a competitive advantage
- Optimise Sales & Operations and manufacturing planning
- Remove business complexity with a simpler and leaner structure

Scope:

The functional layers marked in orange are (partially) in scope of this project:

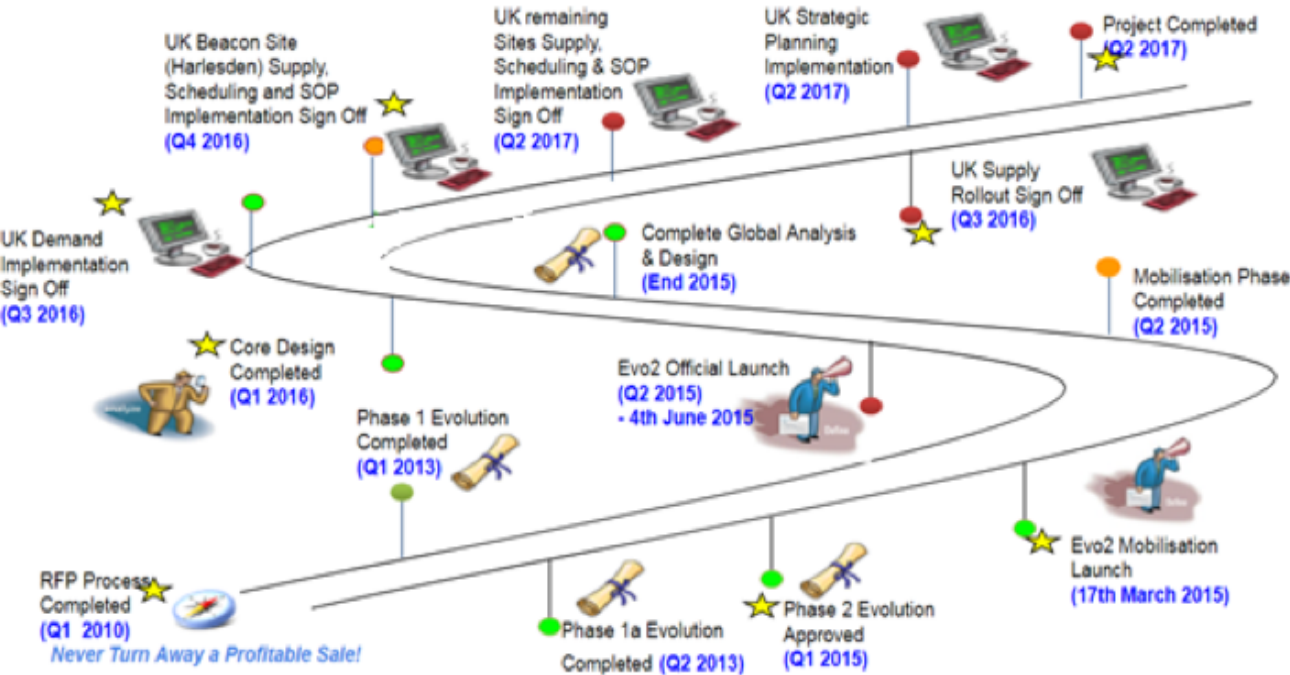


High Level Timeline:



Deliverables 2017:

The Project was completed successfully and in operation as of 04.09.2017.



4.13.2 UBI Reporting enhancements:

Addition to original scope of Project Simplicity¹ and Project Pandora²; Reporting enhancements designed to deliver;

- Detailed Simplicity Report with Customer and SKU details on Google UI (not Excel)
- New Comparatives on Simplicity Report to track weekly and YoY Order movement
- New KPIs on Simplicity Report, ² New UBI Performance Reports

¹ Project Simplicity: Consolidate UBI Reporting system with weekly detail, Pandora data subset and daily orders

² Project Pandora: UBI Performance Reports BW templates, budget forecasts, input into Oracle tables and front ended with Excel

Date of Completion: 31.08.17

4.13.3 Scanning for Procurement:

Scan all existing, previous & future supplier information into Onbase document management; preferred UB document management system which hosts files in a secure electronic environment. This project has delivered the centralisation of vendor documentation with easy accessibility in a method compliant with data security & audit requirements. Additionally, the platform allows for custom requests for the self-billing documentation.

Date of Completion: 12.06.17

4.13.4 UK DC Fire and Security Improvements:

Liverpool Data Centre upgrades including gas suppression for the UPS room, replacement of data centre doors and locks, and CFD modelling for cooling design.

Note – upgrades required for legal compliance.

Date of Completion: 22.12.17

4.13.5 MDC Single Invoice for Multiple Deliveries:

Development of single invoice solution; Consolidation of multiple delivery notes for customer purchase orders to produce one invoice by creation of a new custom table in SAP. Outcome will result in time efficiencies, faster payment settlement & resolve disputes with some of our external customers.

Date of Completion: 21.07.17

4.13.6 SAP Tax and Regulations 2017:

Amendments to UK SAP system for HR, Payroll & Pensions as required to remain compliant with UK legislative changes .

Date of Completion: 25.04.17

4.13.7 Replace and Upgrade Liverpool Server Stack with an Enterprise Blade Solution:

Purchase of a validated architecture blade solution. Solution delivers 10gb/s switch connectively which allows the management of multiple Blade servers through a single interface, with high computing & memory density. Unified fabric removes the requirement for multiple adapters, cables and switches, in turn leading to an 80% reduction in ports and cabling. The Blade solution additionally services our core VMware environment running SAP, OMP and all major tier 1 systems.

Date of Completion: 24.02.17



5. ROADMAP 2018

5.1 TIER 1 ERP - ALCYONE PROGRAMME:

The aim of this programme is to implement a harmonised ERP (Finance and Supply Chain) system for UK and Turkey

Key Benefits:

- To execute end-to-end processes in ONE central ERP system for both UK and Turkey businesses that is lean and user friendly, with advanced interoperability between all markets and all factories in scope,
- To build ONE view of data and to build enterprise operational reporting, which will provide management & decision makers better visibility,
- To enhance the operational efficiency of business resources,
- To enable business with standard and replicated business processes and improved financial control
- Localizations, country and company specific statutory compliance
- To structure a governance model for business applications with the procedures and policies, lower ERP running costs, one system to maintain and support and enable a single support team across geographical scope
- Better support model for users
- To transform business with the new technology, high availability, high performance, internet of things and digitalization, being ready to digitalize processes and mobility
- Centrally managed infrastructure, security and stability
- Enables Shared Services, Easy deployment of enhancements, easy redeployment

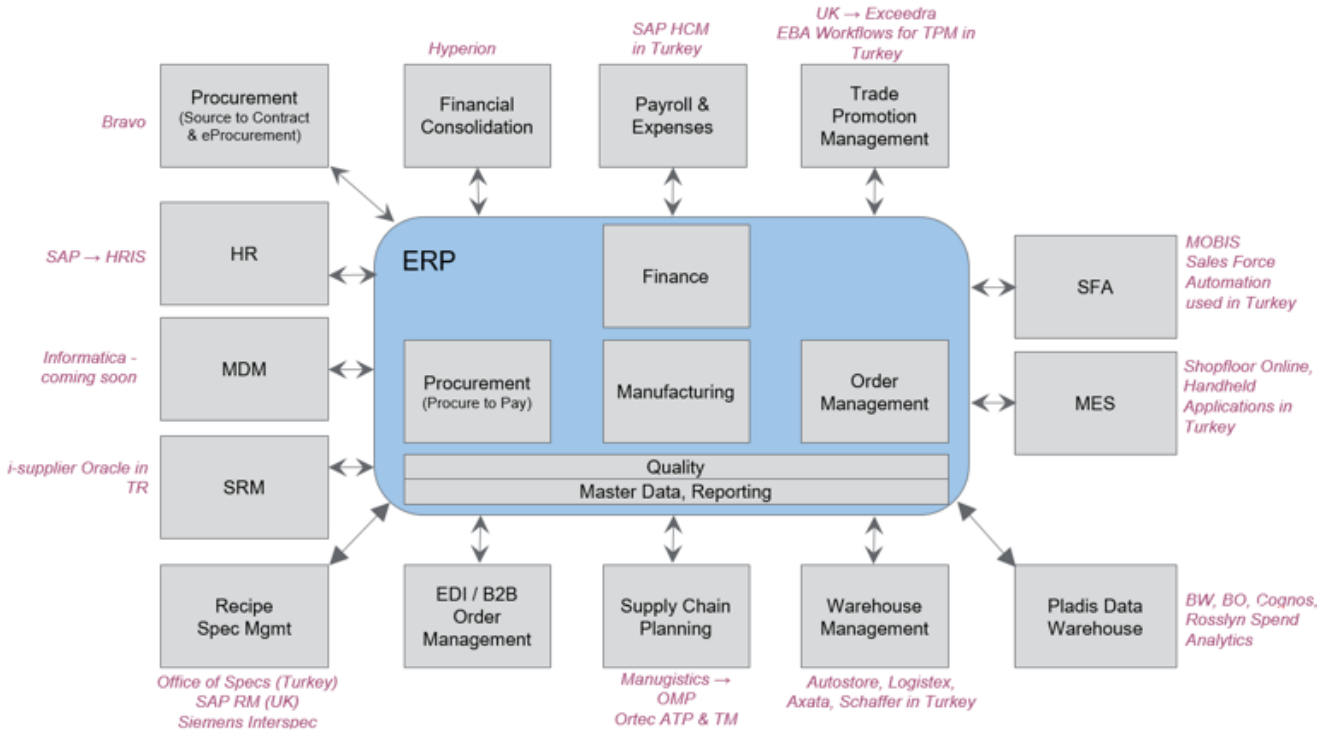
Scope:

- Geographical scope

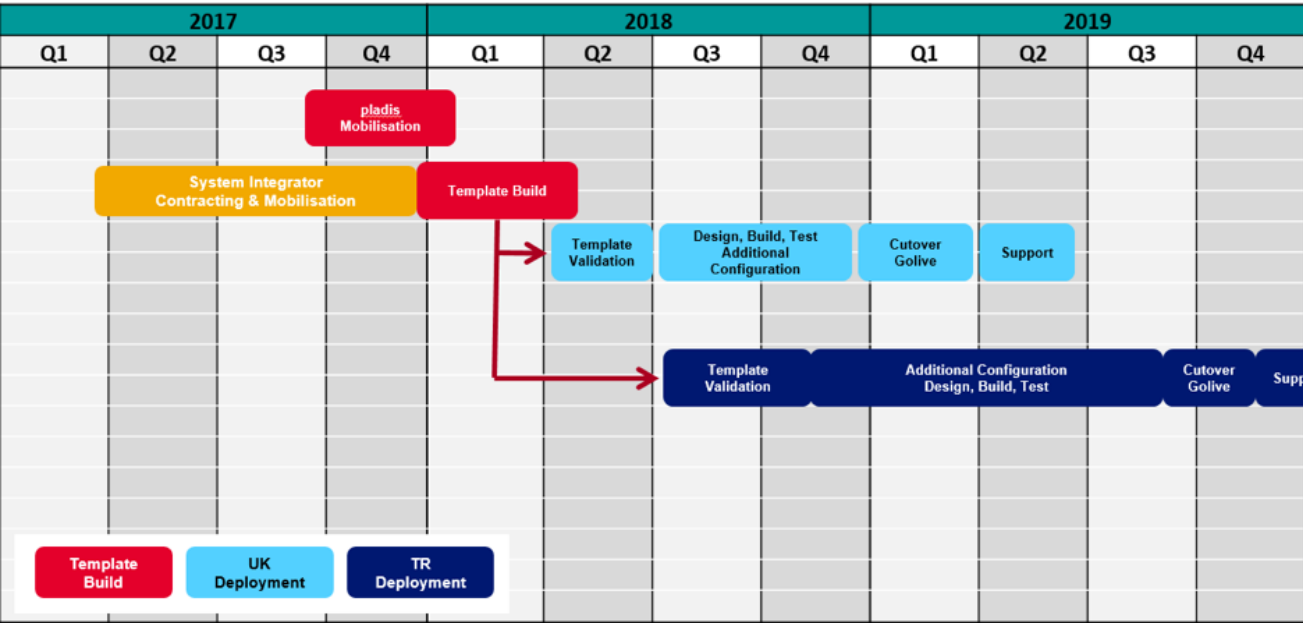
COUNTRY	COMPANY
Turkey	Bisküvi AŞ (Turkey)
	Çikolata AŞ (Turkey)
	Biskot AŞ (Turkey)
	Önem Gıda AŞ (Turkey)
	CCC (Turkey)
	Pasifik AŞ (Turkey)
	Horizon AŞ (Turkey)
	İstanbul Gıda AŞ (Turkey)
UK	United Biscuits Ltd (UK)
	United Biscuits Snackfoods Ireland Ltd (Ireland)
Europe	GCC (Denmark)

- Functional Scope
The core business functions of the business;
 1. Procurement
 2. Inventory Management
 3. Warehouse Management
 4. Sales Planning & Operation
 5. Distribution

6. Production Planning
7. Manufacturing
8. Product Costing & Manufacturing Accounting
9. Quality Management
10. Plant Maintenance
11. Finance
12. Accounting
13. Controlling and Profitability Analyses
14. Integrations with 3rd Party Applications



High Level Timeline:



Deliverable 2017:

- Global business roles identified and level of effort required from business
- Detailed Global design phase plan and workshop schedule defined
- Solution and delivery 3rd Party assurance model agreed with SAP
- Business Change Management approach defined
- Kick-off meeting on 27.12.2017 in Istanbul

Roadmap 2018/2019

- Design, test and go-live

5.2 TAYGETA(BUSINESS INTELLIGENCE / DATA WARE HOUSE) PROGRAMME:

This project aims to design, develop and implement an enterprise data warehouse and data visualization solution.

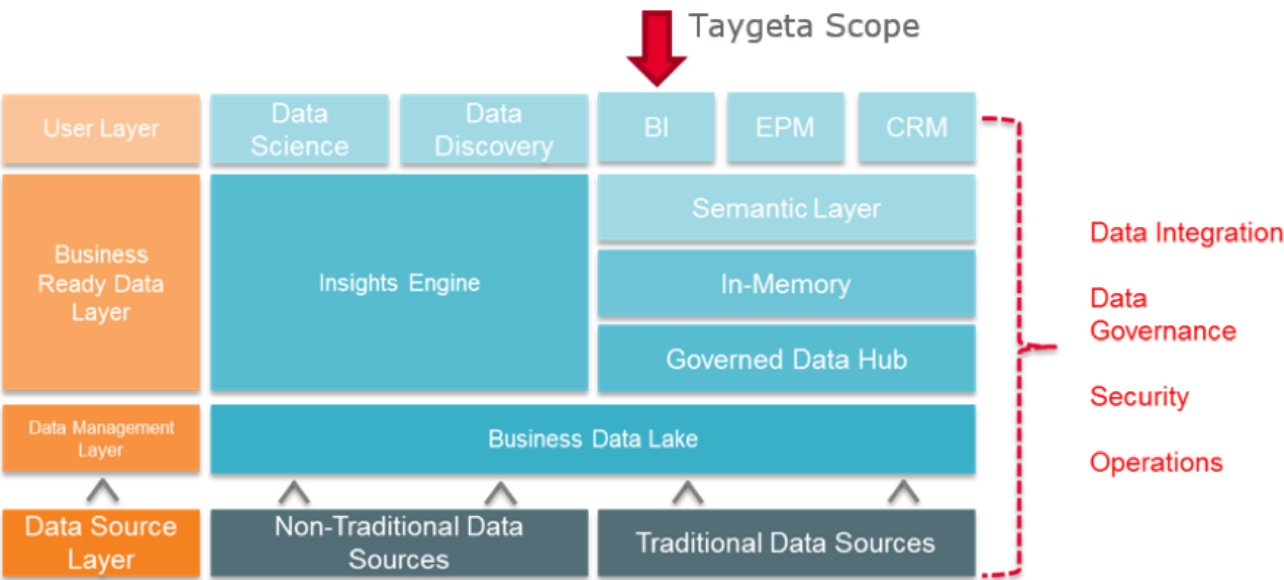
Objectives:

To support ERP tier 1 and tier 2 project reporting requirements through an enterprise data warehouse with self-service reporting capabilities, that is reliable, consistent & complete (i.e. single-version of the truth)

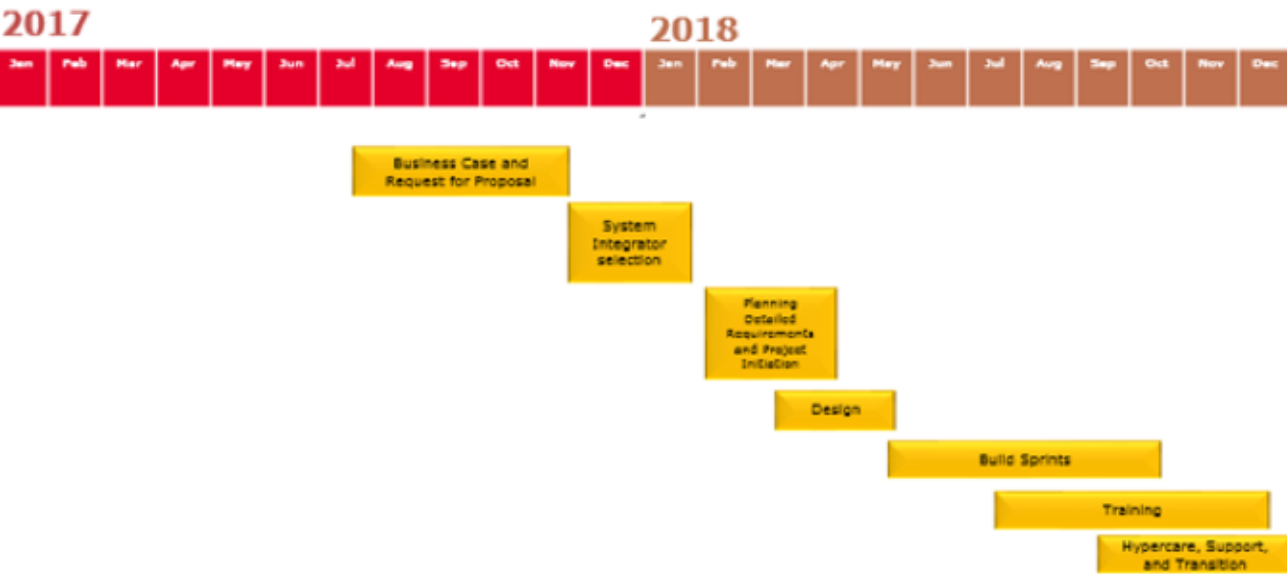
- Implement global reporting & analytics standards
- Define global standard metrics & KPI's
- Development of reporting & analytics factory / organization
 - Best in class business intelligence;
 - Policies & change management, security procedures
 - UI experience with single reporting portal
- Harmonized and integrated data hubs
- Single version of Truth (reliable, consistent, complete)

Scope:

- Global Template Design
- Support tier 1 & tier 2 ERP reporting requirements
- Geographies in Scope
 - Tier 1: pladis UK, & TR
 - Tier 2: pladis rest of world
- Components of a modern information management architecture required to support pladis organization's information demands



High Level Timeline:



Deliverable 2017:

- RFP launched to System Integrators
- SI selection in progress

Roadmap 2018

- Design, training and go live

5.3 E-SIGNATURE PROJECT:

The aim of this project is to deliver a solution that facilitates Yildiz Holding's Financial Affairs to send and approve bank orders/payments via e-signature across web & mobile applications.

Key Benefits:

- Simplifies & increases operational speed through faster third party transaction processing.
- Empowers an efficient approval process and global mobility enabled by authorised users using mobile technology to approve from any location
- Ensures compliance and enables a secured process, reducing risk, e.g.; documents sent to banks without the correct level of authorisation, reduced potential for fraudulent transactions
- Enables auditing and data integrity
- Drives cost optimisation and savings through an efficient e-signature process

Deliverables 2017:

- End to end approval process of bank orders agreed
- Feasibility and demonstration of sending bank orders to Yapi Kredi Bank in progress during 2017.

Roadmap 2018:

- Integration structure with banks
- Development of mobile application to sign orders with mobile signature

5.4 OPTIMIZE MARKETING ROI PROJECT:

The aim of this project is to use smart analytics to measure relative sales impact of marketing spend by channel for pladis Turkey, allowing optimized marketing ROI.
Pilot is being deployed for our 4 primary brands, other brands will be considered after benefits analysis is concluded.

- Key Benefits:**
- Ability to measure marketing expenses & other dynamics against product turnover
 - Improved understanding of sales dynamics

High level Timeline:

Project Steps	Deadline
Organize project teams	12/2017
Kick off meetings	Q1 2018
Selection of supplier and requirement analysis	Q2 2018
Calculation of ROI	Q3 2018

5.5 DIGITAL MARKETING EFFECTIVENESS - PROGRAMMATIC MEDIA TOOLS PROJECT:

The aim of this project is to increase effectiveness of digital marketing through utilizing programmatic media tools to allow for more targeted marketing investments, lower costs and effective creative content management.

- Key Benefits:**
- Systematically Measure and Analyse all digital campaigns with the help of modelling to increase productivity.
 - Increase consumer interaction with personal modelling technique

- Scope:**
- Functional Scope: The model contains effective and efficient Media Planning, Content Excellence, Measurement, Capability Building.

High level Timeline:

Project Steps	Deadline
Organize project teams	12/2017
Kick off meetings with project teams	Q1 2018
Determining the Project models	Q1 2018
Selection the support partner for Project	Q1 2018
Selection of pilot brands and definition of their content, and approval	Q2 2018
Defining KPIs for pilot brands.	Q2 2018
Execution of campaigns of pilot brands	Q4 2018

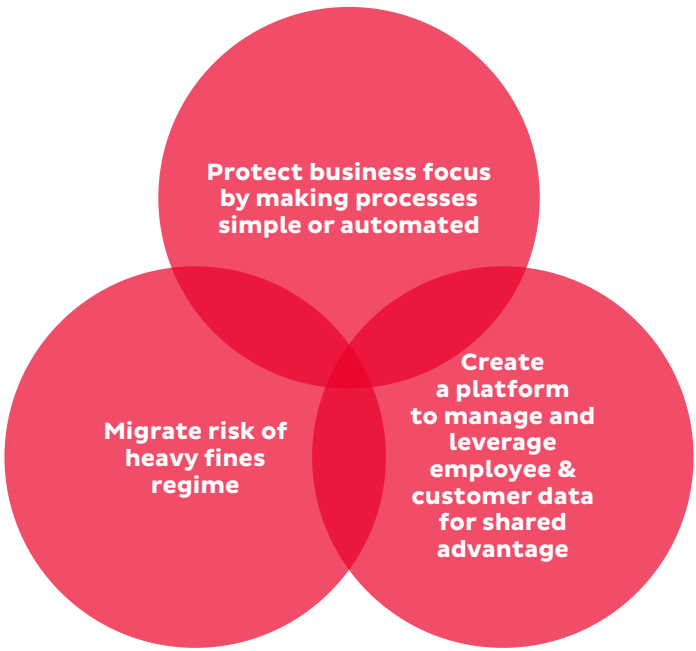
5.6 DATA PRIVACY ALIGNMENT IN UK AND TURKEY:

According to the new EU General Data Protection Regulation (GDPR), by May 2018 pladis will require new capabilities, structures and governance in place to ensure that all personal data is secure, safe, and accessible. Similarly, Personal Data Protection Law of Turkey Republic (KVKK - Kişisel Verileri Koruma Kanunu) is also in force since October 2016. The purpose of this law is to protect fundamental rights and freedom of people, particularly the right to privacy, with respect to processing of personal data and to set forth obligations, principles and procedures which shall be binding upon natural or legal persons who process personal data. In accordance with this law, Yıldız Holding Turkey and its affiliates in Turkey will require new capabilities, structures and governance in place to ensure that all personal data is secure, safe, and accessible.

In this project, targeting to be compliant in both legislations, Yıldız Holding and pladis focus on five specific areas:

1. Mobilized GDPR and KVKK project team to implement plan and governance
2. Clarified the scale of difference between the current state and future compliant state with respect to GDPR in Europe and KVKK in Turkey
3. Driving implementation of required change based on regulatory advice to ensure compliance
4. Working towards ensuring pladis and supporting entities are ready and have embedded processes in place for GDPR well ahead of May 2018 and similarly in Turkey for KVKK
5. Managing the change carefully to ensure the right mindset and understanding accompanies new processes

Key impacts of embedding GDPR change well



- Scope:**
- Yıldız Holding and its affiliates in Turkey
 - pladis

High level Timeline:
The first phase of the compliance work is planned to be completed in December 2018.



6. APPENDICES

6.1 ONEIS PROJECTS TIER 1 & TIER 2 COUNTRY LISTING:

TIER	COUNTRY
Tier 1	Turkey
	United Kingdom (UK)
Tier 2	Saudi Arabia
	Egypt
	Kazakhstan
	Amir-Global Dubai
	IBC
	Nigeria
	Sweden
	Spain
	Italy
	Romania
	pladis Europe
	India
	USA

6.2 NOMENCLATURE / GLOSSARY:

- **BI:** Business Intelligence – Technologies, applications and practices for the collection, integration, analysis of business information and transforming them data into actionable reports. This tools mainly support organization’s strategic and tactical business decision mechanisms.
- **BPM:** Business Process Management – BPM tools are used for automating, measuring and optimizing business processes. BPM tools use workflow and collaboration to provide meaningful metrics to business. Please see Electra Programme for BPM. In Yıldız Holding/ pladis IS Structure, some BPM application examples are EBA, E-makin, Service NOW... etc.
- **DW:** Data warehouse – A technology that aggregates structured data from one or more sources so that it can be compared and analysed for greater business intelligence.
- **ERP:** Enterprise Resource Planning – An ERP management information system integrates areas such as planning, purchasing, inventory, sales, marketing, finance, human resources, etc. While Tier 1 Countries use SAP as ERP system, Tier 2 Countries use JD Edwards ORACLE system as ERP.
- **GDPR:** EU General Data Protection Regulation – A set of rules that requires businesses to protect the personal data and privacy of EU citizens for data/information transactions that occur within EU member states. And non-compliance could cost companies dearly.
- **HRIS:** Human Resources Information System – software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business
- **IDM:** Identity Management- Tools and technologies for controlling user access to critical information within an organization.

- **IS:** Information Systems –Information systems is an umbrella term for the systems, people and processes designed to create, store, manipulate, distribute and disseminate information. The field of information systems bridges business and value creating/ enabling systems.
- **ISLT:** Information Systems Leadership Team – basically senior management of IS Department
- **SSO:** Single Sign On – With this application/ tool, a user logs in with a single ID and password to gain access to a connected system or systems without using different usernames or passwords, Computer Log-in password is the single sign on password is Yıldız Holding / pladis IT structure.
- **UAT:** User Acceptance Testing – which the application/system is tested in the ‘real world’ by the intended audience.

