

salling group

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Salling Group - Intro

Salling Group

Improving everyday life - for our customers, our colleagues, and in the societies we are part of

salling group

salling group

BRICK & MORTAR

Netto operates internationally with more than 1200 discount stores in three markets

COUNTRY	NO. OF STORES	MARKET POSITION		
Netto 🇩🇰 Since 1981	+500 stores in all parts of Denmark	Market leader in a very mature market with high store density		
Netto 🇵🇱 Since 1995	+380 stores in West-Central Poland	Growing player in a high growth discount market		Newly acquisition of Tesco Polen (301 stores), covering South-East Poland. Awaiting approval from the authorities 
Netto 🇩🇪 Since 1990	+340 stores in North-East Germany	Strong regional player in a mature and competitive market		

Across all markets our Netto stores build on the same format DNA and concept principles

Herman Salling founded Salling Group in 1960, building on the legacy of his father Ferdinand Salling



Salling Group - Financials

5-YEAR SUMMARY

Financial highlights for the Group 2017–2021

DKK million	2017	2018	2019	2020	2021
Total revenue	58,689	55,851	56,689	60,855	66,202
Operating profit before depreciation, amortisation and impairment losses before special items (EBITDA before special items)	3,006	3,158	4,105	4,702	4,992
Operating profit (EBIT)	2,472	2,072	2,272	2,818	2,952
Net financial items	-248	-248	-557	-479	-466
Profit for the year from continuing operations	-	1,413	1,322	1,852	1,942
Profit/loss for the year from discontinued operations net of tax	-	-46	969	-	-
Total profit for the year	1,698	1,367	2,291	1,852	1,942
Net cash flows from operating activities	4,691	3,786	2,759	4,285	3,719
Total assets	30,476	30,871	35,550	37,533	40,719
Total equity	2,952	3,981	6,190	7,610	9,401
Net debt/EBITDA	2.6	1.8	2.2	1.5	1.8
Operating margin	4.2%	3.7%	4.0%	4.6%	4.5%
Return on equity	35.1%	39.4%	45.0%	28.6%	22.8%

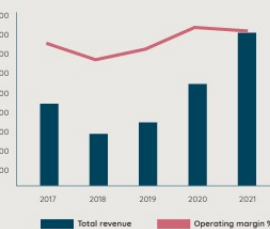
Note: Salling Group introduces reporting according to IFRS 16 (regarding leases) from 2019 onward. Previous year figures have not been restated. Net Debt/EBITDA is calculated including lease liabilities from 2019 onward. Netto Sweden was sold in 2019 and is not reflected in revenue figures from 2018 - 2021. 2017 includes revenue from Netto Sweden. For definitions of main and key figures please refer to note 2 in the notes to the consolidated financial statements.

Financial highlights

Total revenue & operating margin, 2017 - 2021

Salling Group has achieved highest ever sales and underlying operating profit in 2021.

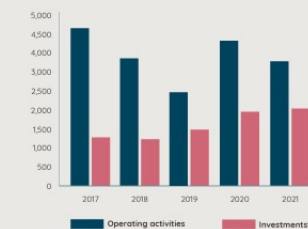
Total revenue & operating margin, 2017 - 2021



Cash flows from operations and investments, 2017 - 2021

Cash flows from operations remained strong in 2021 with investment levels also reaching a higher level.

Cash flows from operations and investments, 2017 - 2021

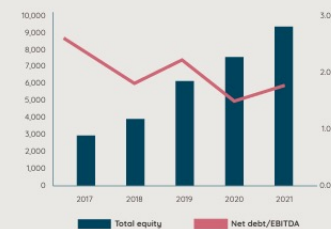


* Investments in intangible assets, property, plant and equipment and investment property

Equity and net debt/EBITDA, 2017 - 2021

Since 2017 the equity level has increased, reaching DKK 9.4 billion in 2021. Net Debt/EBITDA remained close to 2020 level despite record investment level.

Equity and net debt/EBITDA, 2017 - 2021



SAP operations ambition

Salling Group Strategy

salling group
2025 strategy

Grow to Win

Poland

Achieve top 5 position as the fastest growing discounter

Food online

Become Danish market leader with the most relevant customer offer

Develop our strong foundation



Improving Everyday Life

for our customers, our colleagues, and in the societies we are part of

IT Rollout

- Scalable IT Foundation
- Site readiness 4 month's
- Retail process cost savings from start
- 1 System - 1 Truth

SAP Operations – Setting the scene

Project focus – Solution delivery

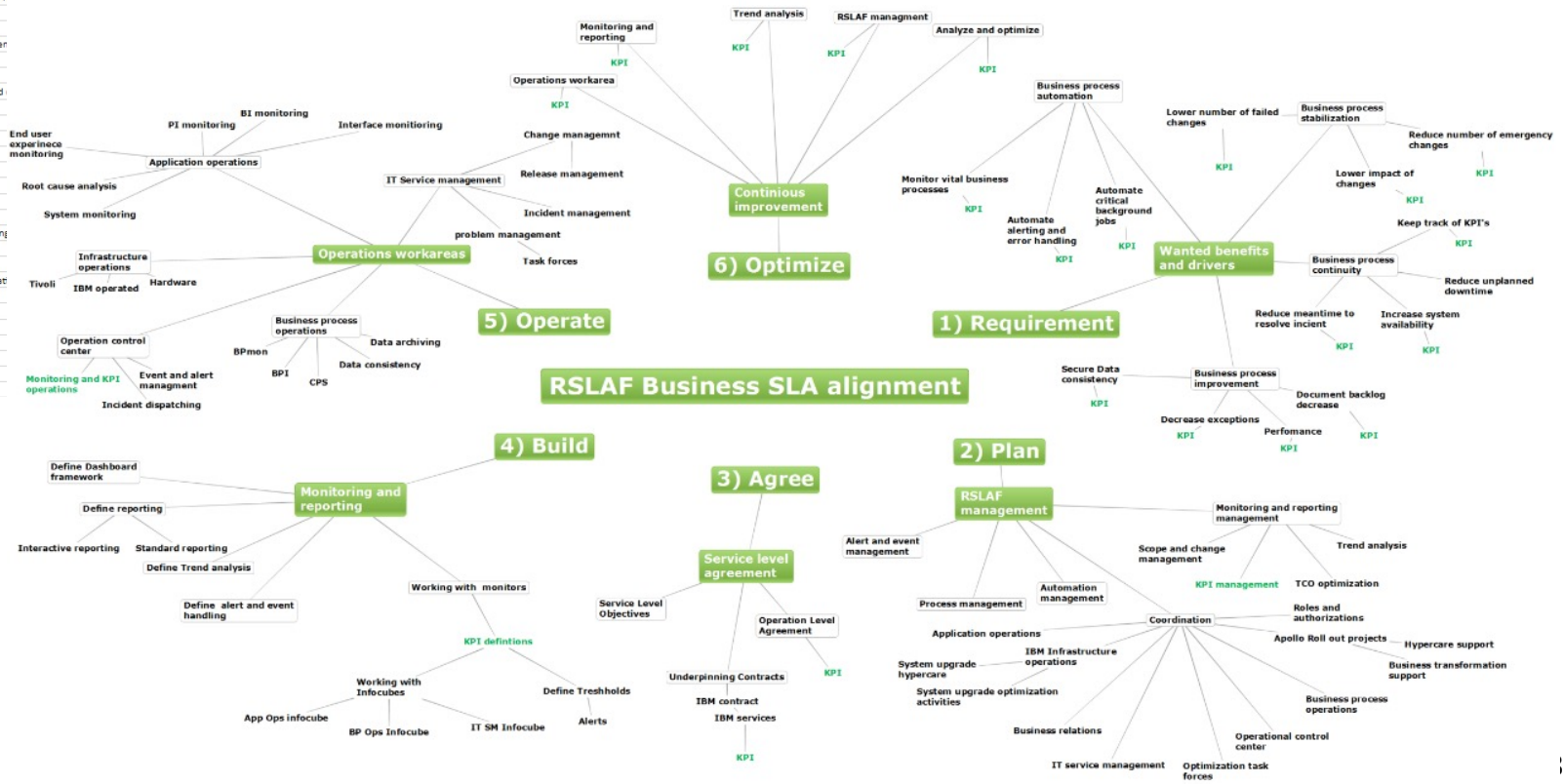
Project Initiation	Steering group
Scrum	Test management
POC	Change management
Solution development	Scenario testing
Sprint planning	Release management
Jira	Stage boundary
Product delivery	P2P
Business SLA's	Project portfolio
Project management	End-user Training
Business support	Solution docs
Agile development	Demand management
User stories / Epics	Hypercare
Business support	Innovations

Operations focus – Stability and performance

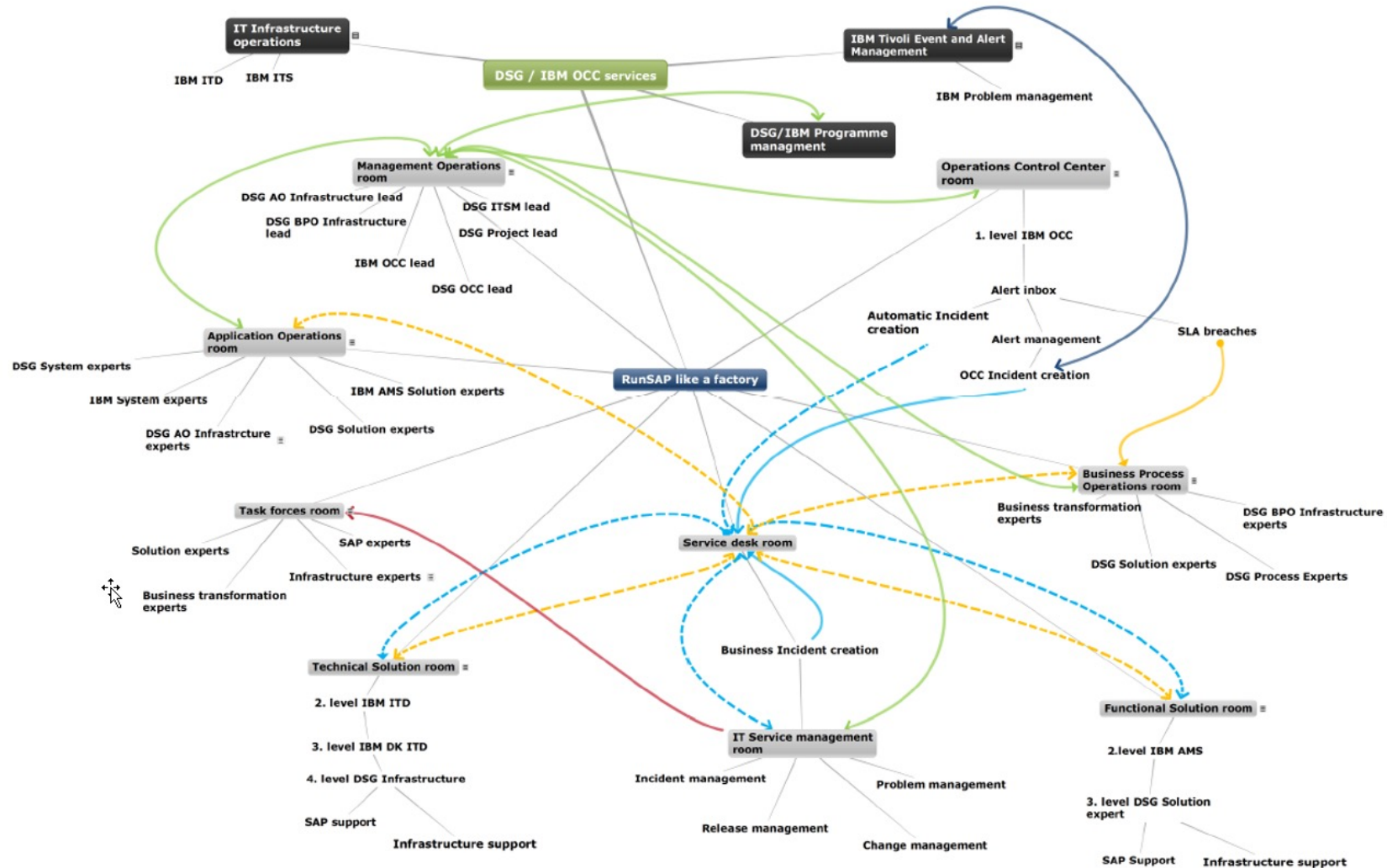
Business process operations	Service provider agreement
System landscape mgnt.	KPI management
Release management	Application operations
IT Infrastructure operations	SLA's SLO's
User access management	ScrumBan
IT Infrastructure operations	OCC Monitoring
P2O	Management controls
Solution docs	Data volumen management
Incident management	CI Impact minutes
Security	Stability and performance
Maintenance management	Upgrade management
Authorizations	RPA Automation
Service desk	Project management

SAP operations – Setting the scene

Focus areas	Benefit's	Drivers	KPI	Work area	Design	Set-up	Monitor	Exception	Incident	Problem	Description
Business	Secure Business Process improvement	Throughput OK - performance	Check 5 critical transactions performance wise. BPA	BPO	DS	DS	IBM	IBM	IBM	IBM	Performance of 5 most critical online transactions per system (N etc.)
			End2end performance check for external WMS / Stores	AO	DS	DS	IBM	IBM	IBM	IBM	KPI from levels set by Business and IT
		Backlog stable / decrease backlog - Business related	KPI / trend for backlog - handling of ex. Open purchase orders	BPO	DS	DS	AUTO	DS	DS	DS	Defined by Business SLA's. Kim Kraglund
		Exceptions stable / decrease exceptions - Business related	Best Practice KPI for OCC alert inbox	AO	DS	DS	?	?	?	?	
			Best practice KPI number of exceptions per BPMon alert set-up	BPO	DS	DS	?	?	?	?	
	Secure Business Process continuity	Secure Data consistency - Business r	Monitoring of RFC and HTTP connections between SAP Systems	BPO	DS	IBM	IBM	IBM	IBM	IBM	BPMon Monitoring and alerting
		Reduce meantime to resolve incident									
		Reduce unplanned and unexpected									
		Keep track of business SLA's									
	Secure Business Process stabilization	Increase system availability									
		Reduce number of emergency chang									
		Lower impact of changes / stabilizat									



SAP Operations - process



Salling group – DNA



Salling Group mindset must be incorporated into the Service providers mindset

SAP Infrastructure On prem monitoring

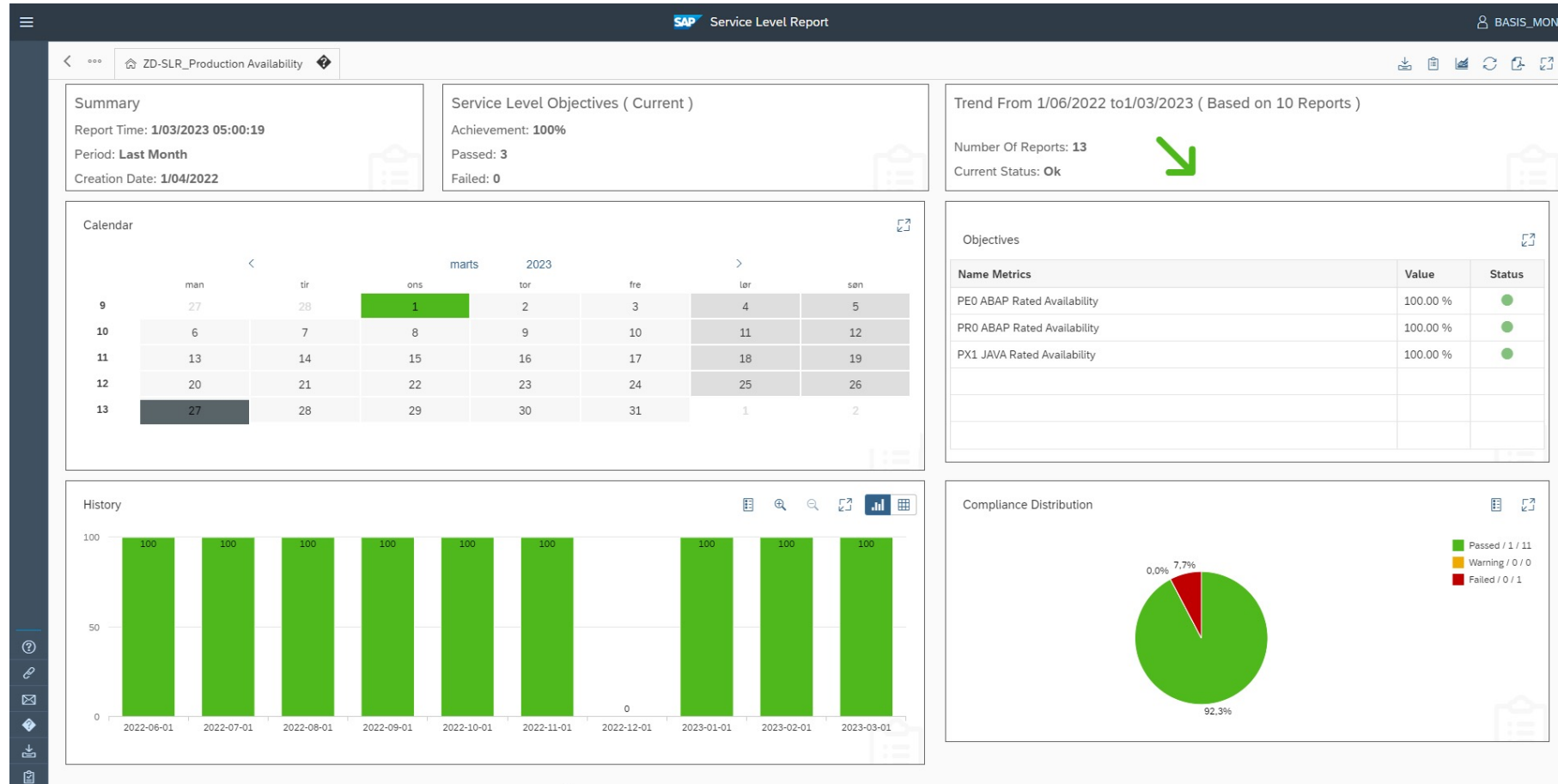
OCC monitoring

The screenshot displays the SAP Operations Dashboard interface. At the top, the navigation bar includes the SAP logo, 'Operations Dashboard', and a user profile 'BASIS_MON'. Below this, a breadcrumb trail shows the path: 'Production CORE' (checked) > 'ECC' (checked) > 'SAP System' (checked). The main area is populated with a grid of monitoring widgets. Each widget typically features a status icon (green for OK, red for error), a title, and a brief description. Some widgets include a '1' and a double arrow icon, indicating a detailed view or alert. The widgets are organized into several rows and columns, covering various system components like ABAP, Java, and Web Dispatcher. A vertical sidebar on the left contains icons for help, search, and other navigation functions.

Widget Title	Status	Instance
ABAP System Http Availability	OK	PE0_SAP
ABAP System Remote RFC Availability	OK	PE0_SAP
Enqueue Lock Entry Utilization (%)	OK	PE0_SAP
JE2~JAVA~Central Service Instance	OK	JE2_SAP~INSTANCE
JE2~JAVA~dssappe2u1v_JE2_01	OK	JE2_SAP~INSTANCE
JE2~JAVA~dssappe2u2v_JE2_02	OK	JE2_SAP~INSTANCE
Java System Http Availability	OK	JE2_SAP
Number of Short Dumps (last 5 minutes)	OK	PE0_SAP
PE0~ABAP~Central Service Instance	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u0v_PE0_00	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u21v_PE0_10	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u21v_PE0_12	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u22v_PE0_14	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u22v_PE0_16	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u23v_PE0_18	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u23v_PE0_20	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u31v_PE0_11	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u31v_PE0_13	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u32v_PE0_15	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u32v_PE0_17	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u33v_PE0_19	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u33v_PE0_21	OK	PE0_SAP~INSTANCE
PE0~ABAP~dssappe0u35v_PE0_23	OK	PE0_SAP~INSTANCE
Update Status	OK	PE0_SAP
Web Dispatcher Status	OK	JE7_WD
Web Dispatcher Status	OK	PES_WD

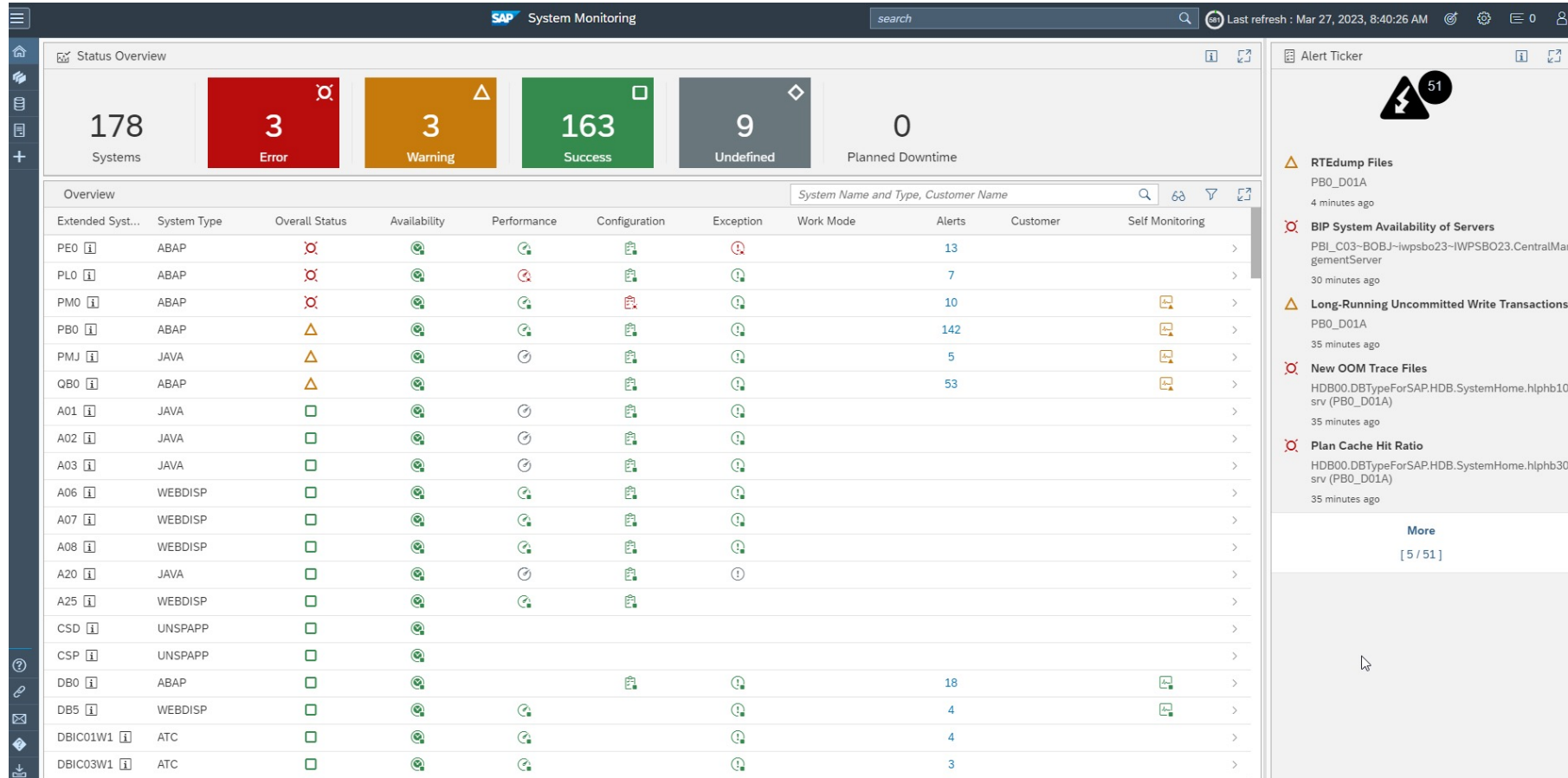
SAP Infrastructure On prem monitoring

SLA monitoring



SAP Infrastructure On prem monitoring

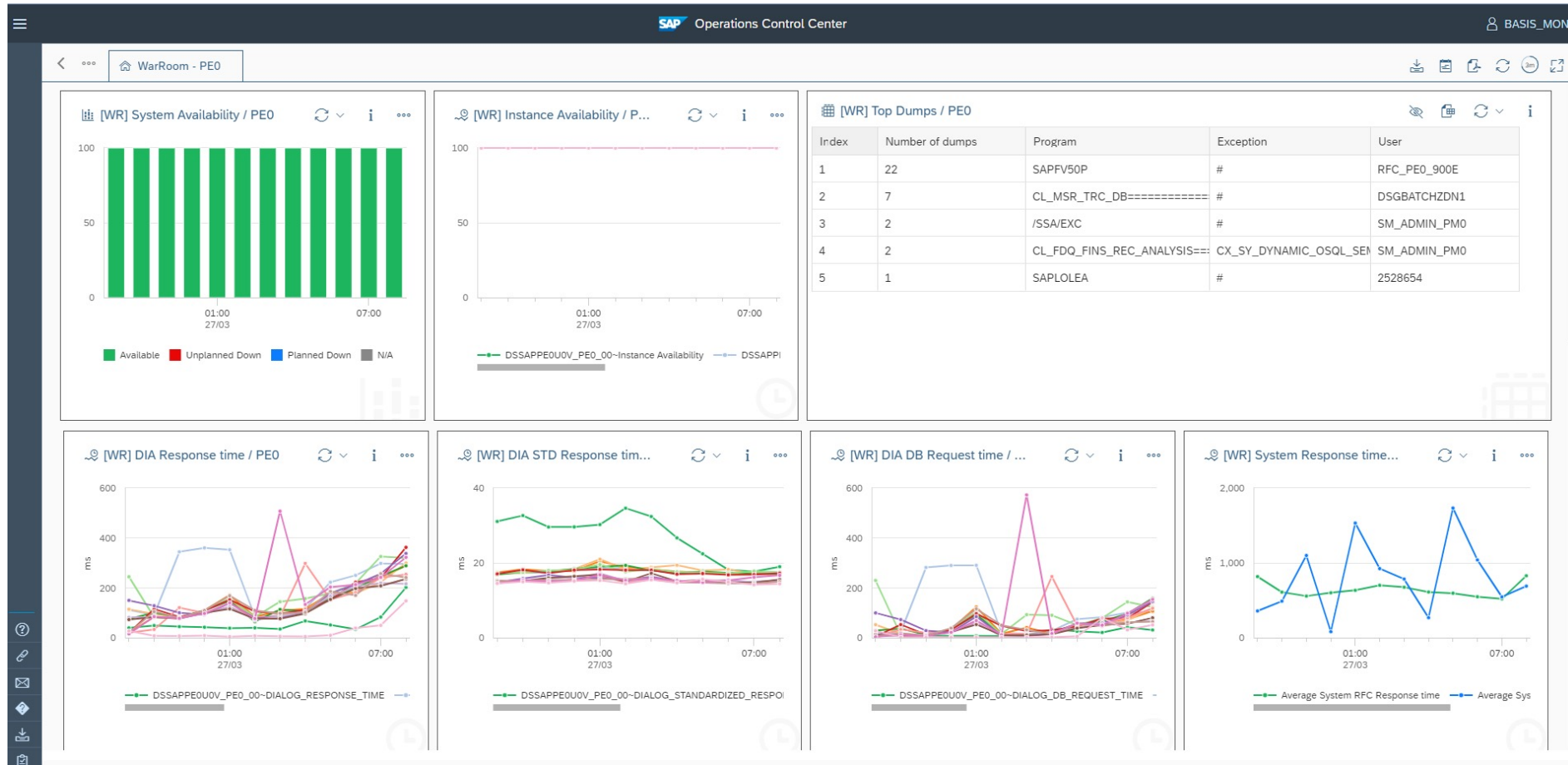
System monitoring



We also monitor BO / BODS and SAP Service window related Windows servers

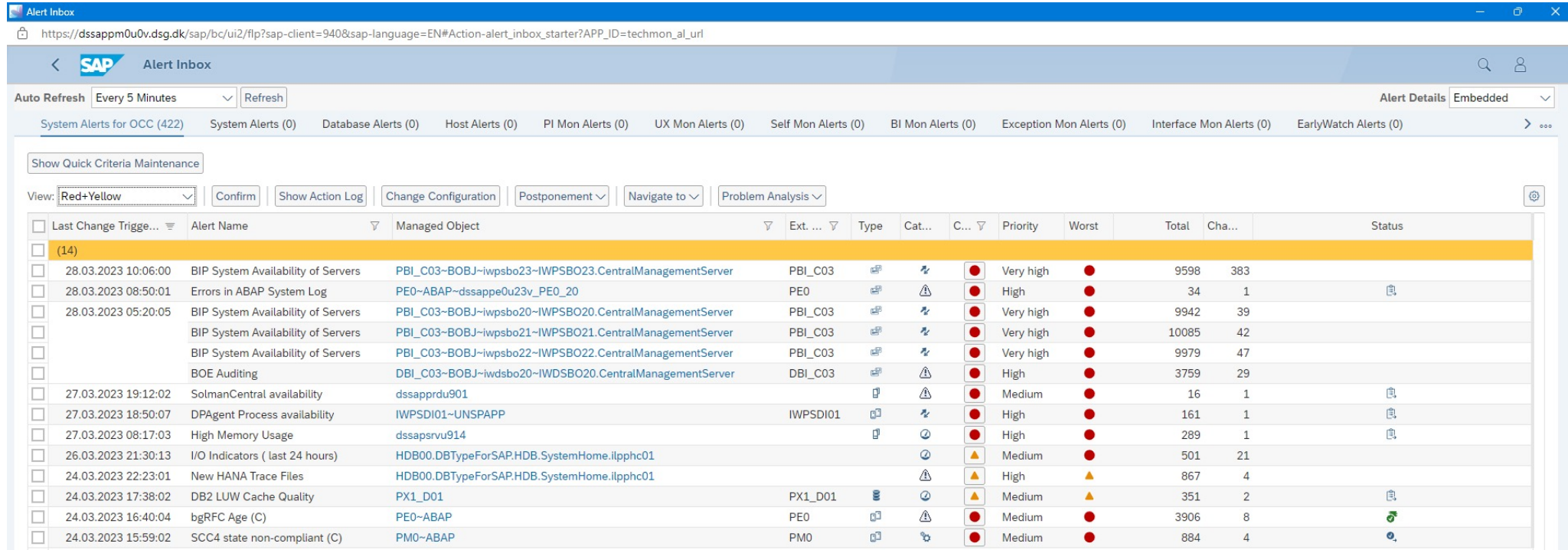
SAP Infrastructure On prem monitoring

War room monitoring



SAP Infrastructure On prem monitoring

Alert inbox – the foundation



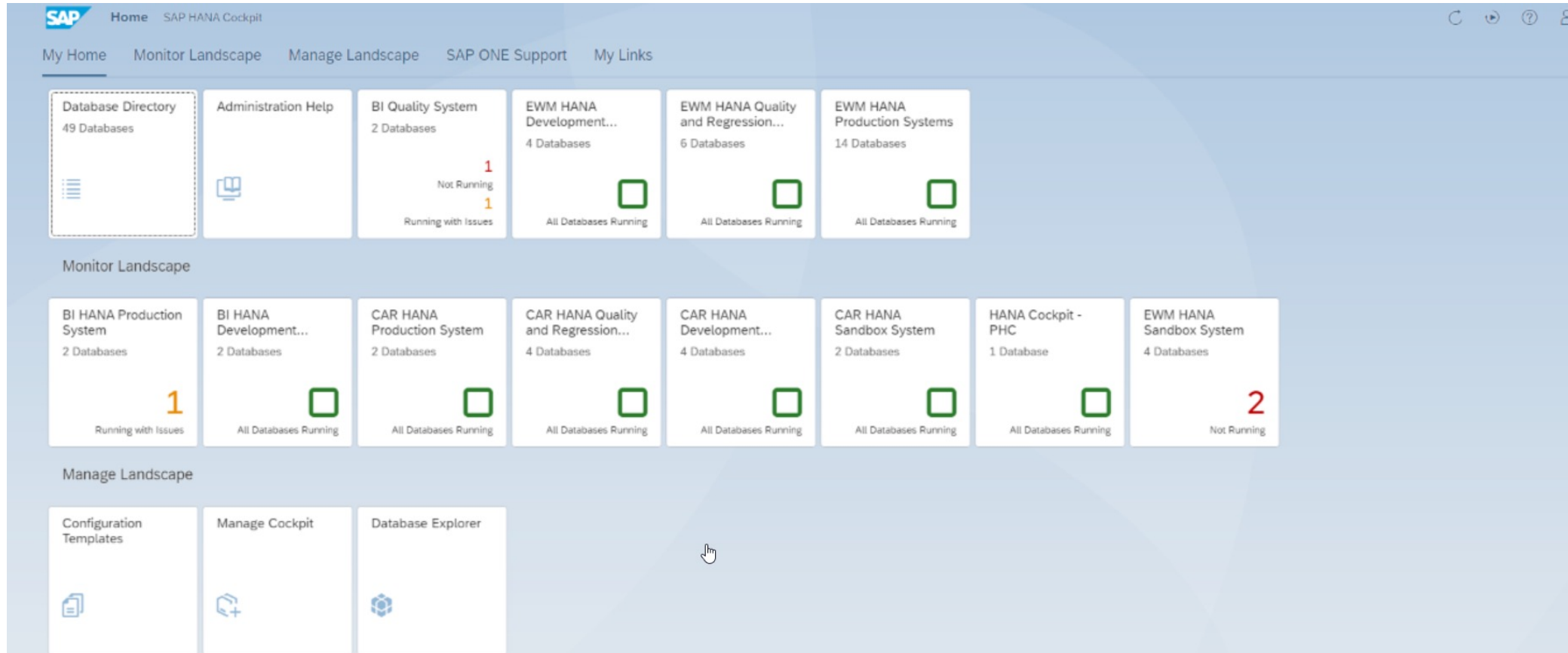
The screenshot displays the SAP Alert Inbox interface. At the top, there's a navigation bar with the SAP logo and 'Alert Inbox' title. Below it, a toolbar includes an 'Auto Refresh' dropdown set to 'Every 5 Minutes' and a 'Refresh' button. A secondary navigation bar lists various alert categories with counts: System Alerts for OCC (422), System Alerts (0), Database Alerts (0), Host Alerts (0), PI Mon Alerts (0), UX Mon Alerts (0), Self Mon Alerts (0), BI Mon Alerts (0), Exception Mon Alerts (0), Interface Mon Alerts (0), and EarlyWatch Alerts (0). Below this, there's a 'Show Quick Criteria Maintenance' button and a 'View:' dropdown set to 'Red+Yellow'. Further controls include 'Confirm', 'Show Action Log', 'Change Configuration', 'Postponement', 'Navigate to', and 'Problem Analysis' buttons. The main area is a table of alerts. The table has columns for 'Last Change Trigg...', 'Alert Name', 'Managed Object', 'Ext. ...', 'Type', 'Cat...', 'C...', 'Priority', 'Worst', 'Total', 'Cha...', and 'Status'. A yellow header row indicates 14 alerts. The table lists various system alerts with their timestamps, names, managed objects, and status indicators.

Last Change Trigg...	Alert Name	Managed Object	Ext. ...	Type	Cat...	C...	Priority	Worst	Total	Cha...	Status
(14)											
28.03.2023 10:06:00	BIP System Availability of Servers	PBI_C03~BOBJ~iwpsbo23~IWPSBO23.CentralManagementServer	PBI_C03				Very high		9598	383	
28.03.2023 08:50:01	Errors in ABAP System Log	PE0~ABAP~dssappe0u23v_PE0_20	PE0				High		34	1	
28.03.2023 05:20:05	BIP System Availability of Servers	PBI_C03~BOBJ~iwpsbo20~IWPSBO20.CentralManagementServer	PBI_C03				Very high		9942	39	
	BIP System Availability of Servers	PBI_C03~BOBJ~iwpsbo21~IWPSBO21.CentralManagementServer	PBI_C03				Very high		10085	42	
	BIP System Availability of Servers	PBI_C03~BOBJ~iwpsbo22~IWPSBO22.CentralManagementServer	PBI_C03				Very high		9979	47	
	BOE Auditing	DBI_C03~BOBJ~iwdsbo20~IWDSBO20.CentralManagementServer	DBI_C03				High		3759	29	
27.03.2023 19:12:02	SolmanCentral availability	dssapprdu901					Medium		16	1	
27.03.2023 18:50:07	DPAgent Process availability	IWPSDI01~UNSPAPP	IWPSDI01				High		161	1	
27.03.2023 08:17:03	High Memory Usage	dssaprvu914					High		289	1	
26.03.2023 21:30:13	I/O Indicators (last 24 hours)	HDB00.DBTypeForSAP.HDB.SystemHome.ilpphc01					Medium		501	21	
24.03.2023 22:23:01	New HANA Trace Files	HDB00.DBTypeForSAP.HDB.SystemHome.ilpphc01					High		867	4	
24.03.2023 17:38:02	DB2 LUW Cache Quality	PX1_D01	PX1_D01				Medium		351	2	
24.03.2023 16:40:04	bgRFC Age (C)	PE0~ABAP	PE0				Medium		3906	8	
24.03.2023 15:59:02	SCC4 state non-compliant (C)	PM0~ABAP	PM0				Medium		884	4	

Keep it clean – foundation for SAP system monitoring

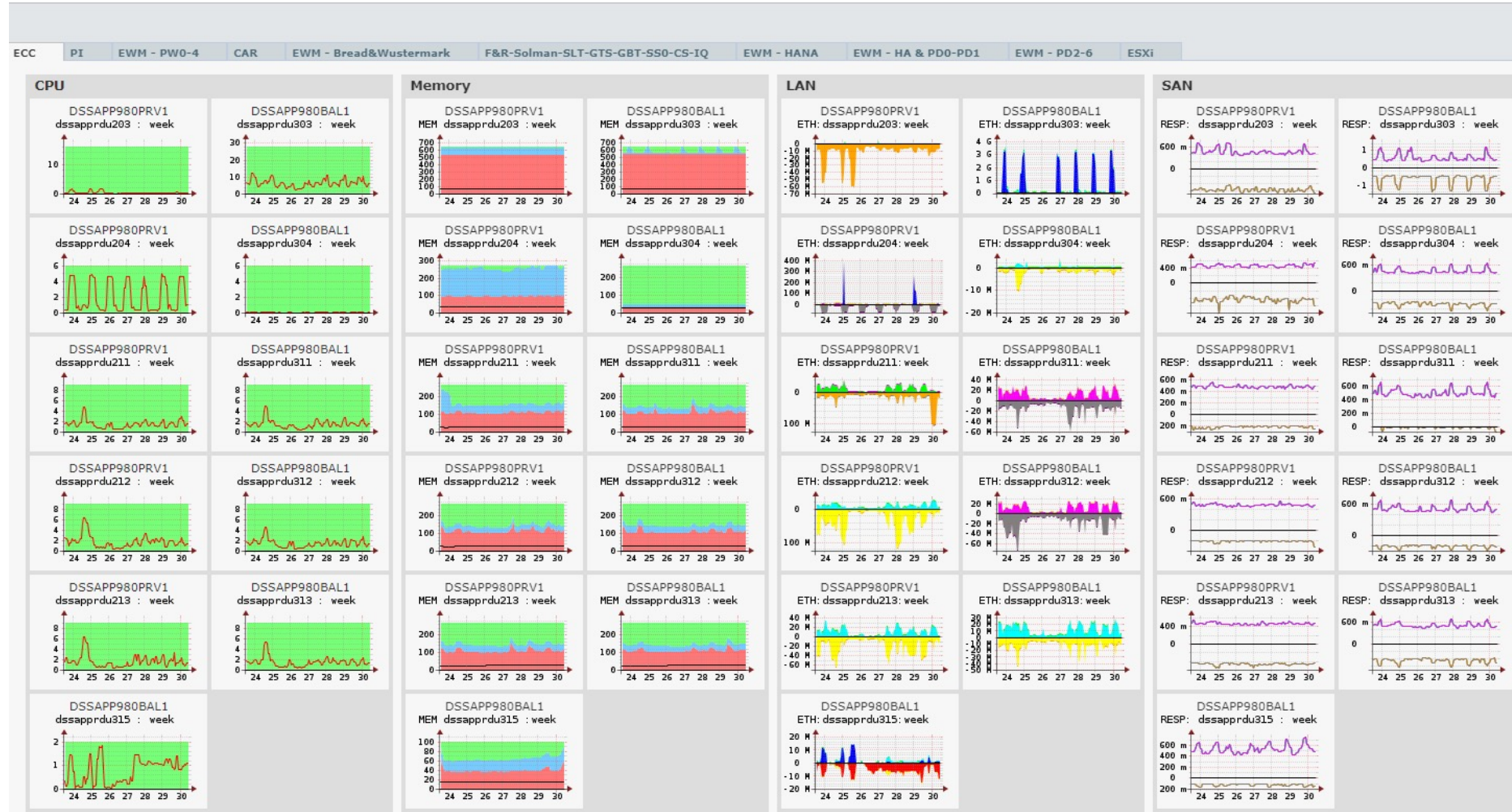
SAP Infrastructure On prem monitoring

SAP HANA Cockpit



SAP Infrastructure On prem monitoring

LPAR2RRD



SAP operations procedures

SAP Impact minutes

Year	Total impact	SAP	SAP infrastructure
2020	528	248 hours = 46%	110 hours = 20%
2021	543	112 hours = 20%	35 hours = 6,4%

KPI management / management controls

- KPI management for all mission critical systems – Service provider
- KPI management follow up meetings - Salling Group / Service provider
- Management controls – Salling Group
- Management controls follow up meetings – Salling Group / Service provider

SAP health check

- EWA / TAMS reporting follow-up meeting - Salling Group / Service provider
- SAP / Salling / Service provider SAP health check every 2 years
- TPO sessions together with SAP both on DB2 side and HANA side
- SAP Development CI improvement activities on-going on DB2 and HANA side

OCC management

- OCC management – OCC team using Solution manager alert inbox, system monitoring, Plmon, Focused insight and War room monitoring
- OCC management weekly meetings – status, development and threshold calibration
- Core Salling Group SAP basis using Focused insight, Solution manager system monitoring

Service management

- Enhanced RCA reporting and follow up
- Reducing MTTR and eMTTR (extended mean time to recovery – from issue start to solution)
- Power units – Economical penalty if Service provider performance is not satisfactory
- FI War room monitoring to support SIMA situation decision making

Keywords

Awareness, transparency and proactiveness

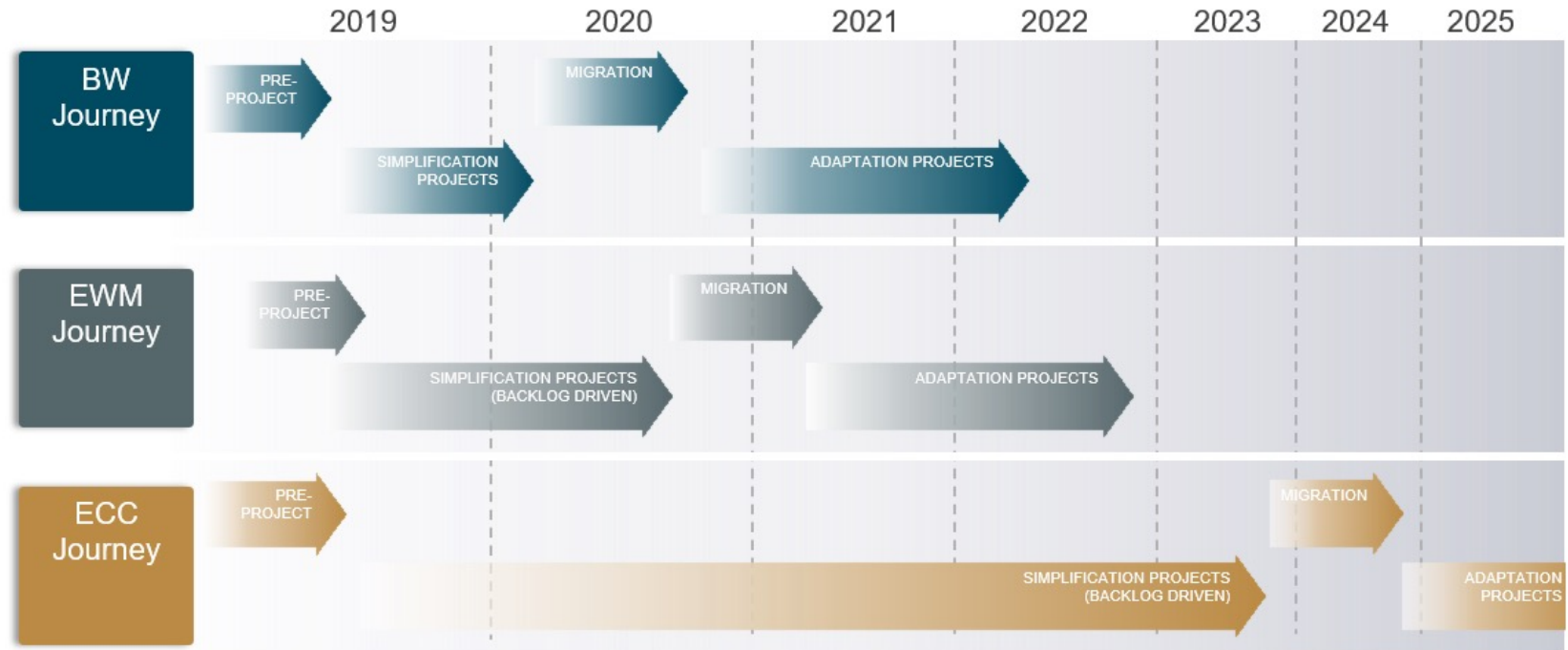
Governance

It is all about People, process, procedures and the ability to execute

SAP Projects

S/4 projects

S/4 Journey – most likely scenario



salling group

6

SAP Projects

SAP Cloud development

Easy Archive

Easy
Document

Employee
Discount

Home
Delivery

Global
Alignment

LBN

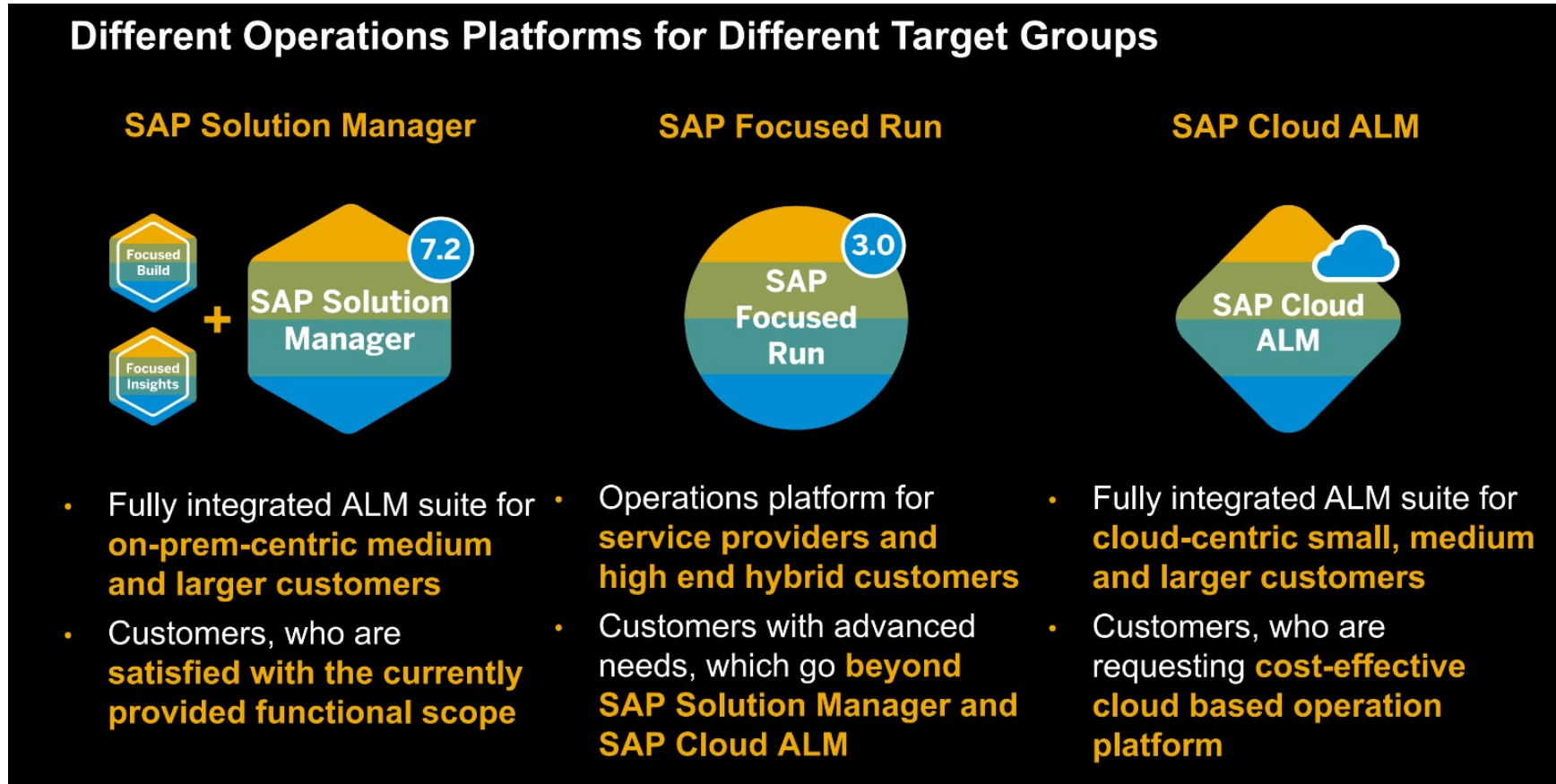
Employee
Central

SAC

Competitive
Pricing

CALM Implementation

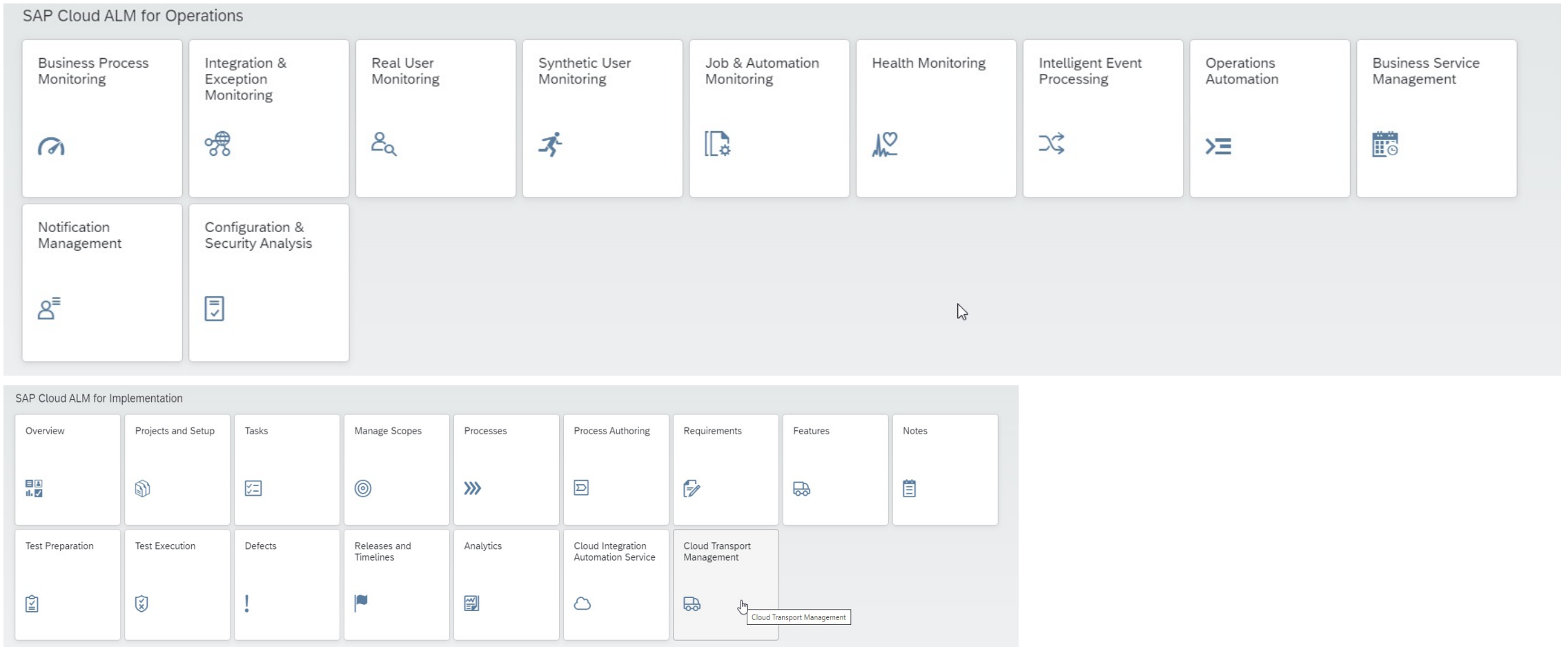
CALM Decision making



Salling Group has de- selected SAP Focused Run due to license costs

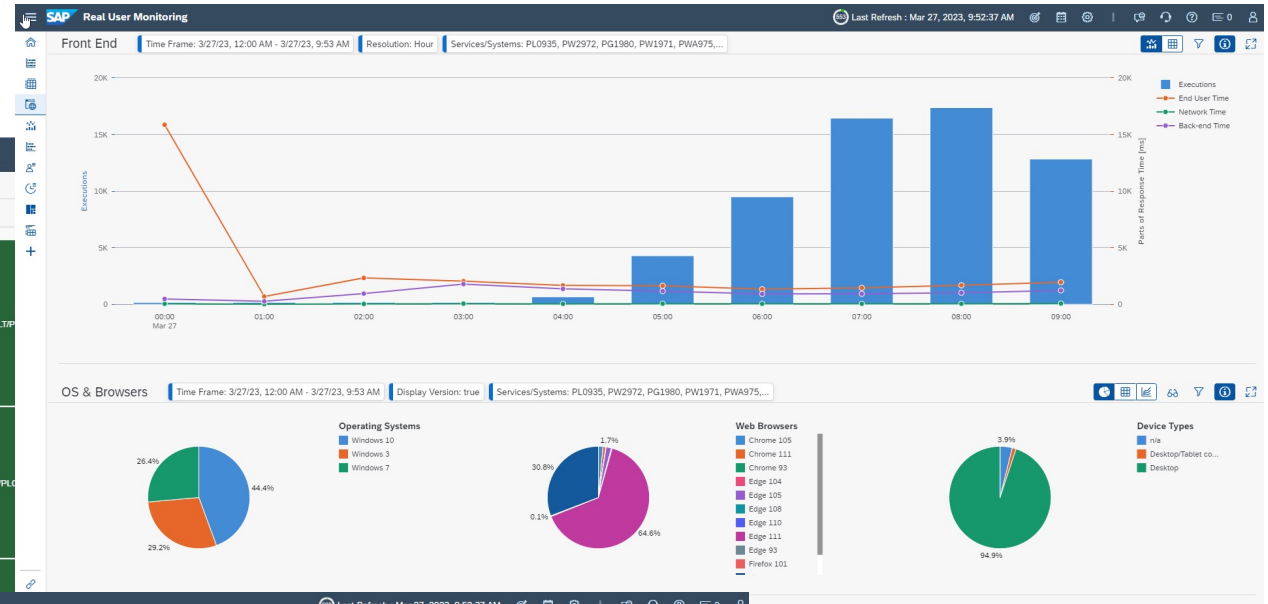
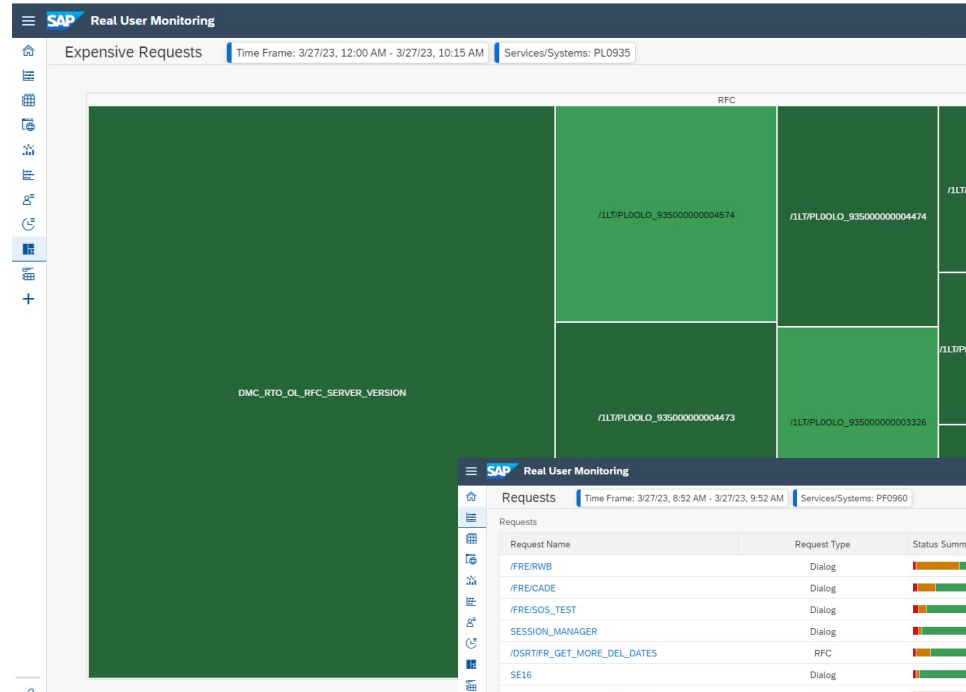
CALM Implementation

CALM scope



CALM Operations

Real User monitoring



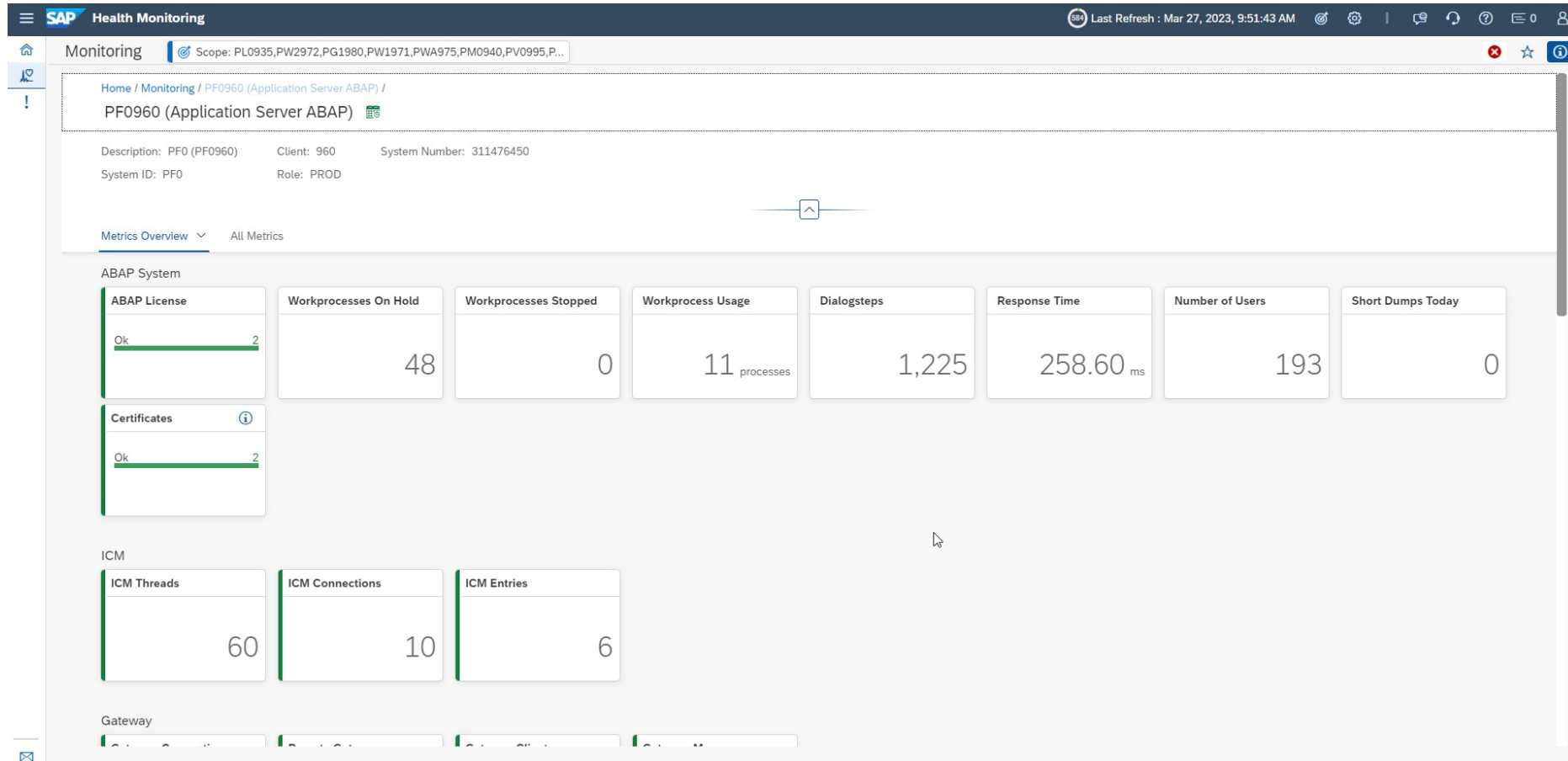
SAP Real User Monitoring

Requests | Time Frame: 3/27/23, 8:52 AM - 3/27/23, 9:52 AM | Services/Systems: PF0960

Request Name	Request Type	Status Summary	Red Executions	Total Executions	Average Response Time	Users
/FRE/RWB	Dialog		51	3,396	1,687	23
/FRE/CADE	Dialog		12	530	660	28
/FRE/SOS_TEST	Dialog		5	182	146	14
SESSION_MANAGER	Dialog		5	184	216	32
/DSRTFR_GET_MORE_DEL_DATES	RFC		5	1,411	719	1
SE16	Dialog		3	186	1,727	2
/DSRTFR_GET_FORECAST_ECC	RFC		3	12	2,626	1
/FREMASS_MATLOC	Dialog		2	63	650	2
/FRE/TSE01	Dialog		2	87	490	9
SM37	Dialog		1	96	70	2
/DSRTFR_GET_ALLOC_DELVY_DATES	RFC		1	34	10,112	1
BAPL_XBP_JOB_CHILDREN_GET	RFC		1	29	480	1
/DSRTFR_PC_RULES	Dialog		0	41	33	2
/FRE/BIF	Dialog		0	26	712	1
/FRE/BIF03	Dialog		0	1	31	1
/FRE/DIFCR	Dialog		0	15	164	1
/FRE/EXC	Dialog		0	6	6,214	1
/FRE/FRP_SEQ_STATUS	Dialog		0	6	88	1
/FREMASS_BACKGROUND	Dialog		0	1	25	1
/FREMASS_LOC	Dialog		0	2	187	1
/FREMASS_TRPROD	Dialog		0	1	414	1
/FREMASS_TRPROD2	Dialog		0	5	344	1

CALM Operations

System Health monitoring



CALM Operations

System Health monitoring / ServiceNow integration

The screenshot displays the SAP Health Monitoring interface, showing a list of alerts and a detailed view of a specific alert.

Alerting Summary:

- Scope: PL0935, PW2972, PG1980, PW1971, PWA975, PM0940, PV...
- Order By: Current Rating, Last Updated
- Last Refresh: Mar 27, 2023, 10:52:50 AM

Alerts (1):

Alert Name and Message	Managed Components	Worst Rating	Last Updated	Status	Managed Component Status	Processor
High Number of Short Dumps 3.0	PW0970	3.0	Mar 27, 2023, 10:52:24 AM	Open		

Alert Details: High Number of Short Dumps

3.0 [PW0970]

Object Details:

- Status: Open
- Priority: High
- Current Rating: 3.0
- Worst Rating: 3.0
- Last Updated: Mar 27, 2023, 10:52:24 AM
- Created At: Mar 13, 2023, 9:57:23 AM
- Processor:
- Managed Component Status:

RATING:

March 2023

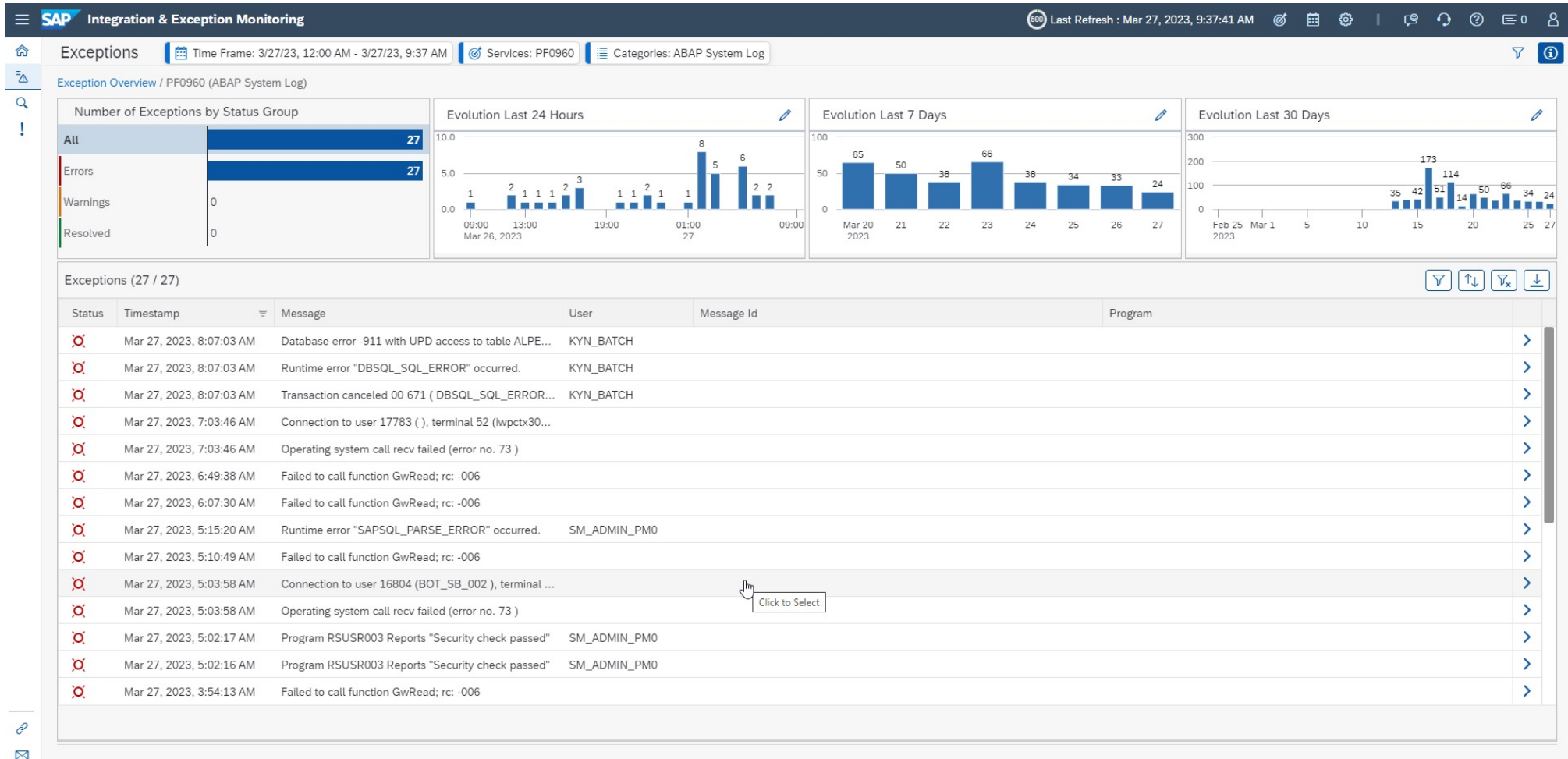
13.3. 15.3. 17.3. 19.3. 21.3. 23.3. 25.3. 27.3.

ALERT DETAILS:

Name	Client	Instance	Sid	Ra...	Value	History
Short Dumps Today	970	dssappw0u2v_PW0_10	PW0	3.0	5	
Short Dumps Today	970	dssappw0u0v_PW0_00	PW0	2.0	2	
Short Dumps Today	970	dssappw0u2v_PW0_12	PW0	2.0	2	
Short Dumps Today	970	dssappw0u2v_PW0_16	PW0	3.0	4	

CALM Operations

Exception monitoring / abnormally monitoring



CALM Operations

Job monitoring

SAP Job & Automation Monitoring

Last Refresh : Mar 27, 2023, 9:50:31 AM

Monitoring Time Frame: 3/25/23, 9:50 AM - 3/27/23, 9:50 AM Services/Systems: PF0960

Services/Systems / Jobs or Automations

Rating is propagated from the list of job executions

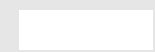
Name	Type	Execution Status	Application Status	Start Delay	Run Time	Service/System	Open Ale...	
Z_PF0_CLNT960_DEL_AUDIT_LOG	SAP ABAP Job	✖	◇	✓	✓	PF0960	0	>
PF0_FFR13_GLO_FR_REO_MATLOC_TD	SAP ABAP Job	✖	◇	✓	✓	PF0960	0	>
ODQR_20220628_180112_000001_F	SAP ABAP Job	✓	◇	✓	✖	PF0960	0	>
PF0_FFR4_GLO_FR_AOF_1	SAP ABAP Job	✓	◇	✓	⚠	PF0960	0	>
PF0_FIN3_NPL_FR_PARK_OP	SAP ABAP Job	✓	◇	✓	⚠	PF0960	0	>
PF0_FFR4_NDK_FR_ORDER_FCT_STORES	SAP ABAP Job	✓	◇	✓	⚠	PF0960	0	>
PF0_FFR4_NPL_FR_ORDER_FCT_STORES	SAP ABAP Job	✓	◇	✓	⚠	PF0960	0	>
PF0_FFR4_FBS_FR_ORDER_FCT_STORES	SAP ABAP Job	✓	◇	✓	⚠	PF0960	0	>
PF0_FFR2_NPL_FR_FRP_ST_123_STORE	SAP ABAP Job	✓	◇	✓	⚠	PF0960	0	>
PF0_FIN2_BR_FR_SCHED_DATA_001	SAP ABAP Job	✓	◇	✓	⚠	PF0960	0	>
PF0_FIN2_SBX_FR_SCHED_DATA_001	SAP ABAP Job	✓	◇	✓	⚠	PF0960	0	>
PF0_FFR2_NDE_FR_FRP_ST_123_STORE	SAP ABAP Job	✓	◇	✓	⚠	PF0960	0	>
PF0_FFR4_GLO_FR_STEP_5_STORES	SAP ABAP Job	✓	◇	✓	⚠	PF0960	0	>
PF0_FFR6_GLO_FR_DEL_TS_6000	SAP ABAP Job	✓	◇	✓	✓	PF0960	0	>
PF0_FFR8_NDK_FR_ST_ORD_TO_BIF	SAP ABAP Job	✓	◇	✓	✓	PF0960	0	>
PF0_FFR4_NSE_FR_OOS_WARNING_001	SAP ABAP Job	✓	◇	✓	✓	PF0960	0	>
PF0_FIN3_NDK_FR_PARK_OP	SAP ABAP Job	✓	◇	✓	✓	PF0960	0	>
PF0_FFR4_GLO_FR_STEP_45_DC	SAP ABAP Job	✓	◇	✓	✓	PF0960	0	>
P5A_PF0960_USER_COMPARISON	SAP ABAP Job	✓	◇	✓	✓	PF0960	0	>
SXMS_PF_AGGREGATE	SAP ABAP Job	✓	◇	✓	✓	PF0960	0	>
SASACCR3	SAP ABAP Job	✓	◇	✓	✓	PF0960	0	>
PF0_FIN2_GLO_FR_PROC_ORDER	SAP ABAP Job	✓	◇	✓	✓	PF0960	0	>

CALM co-innovation

Operations

The screenshot displays the SAP CALM co-innovation Operations interface. At the top, there's a header bar with the SAP logo, a 'Tasks' dropdown, a search bar labeled 'Search In: "Apps"', and user information 'MT'. Below the header, the 'Open Tasks' section is active, showing a list of 10 items. The table columns are: Title, Status, Timebox, Planned Completion Date, Team, and Responsible. The tasks are categorized by status: 'In Progress' (blue), 'Open' (grey), and 'Blocked' (red). A 'Deliverable: (Not Assigned)' section is also present. The tasks listed include 'Service Now integration Operations scenarios', 'P1. EC payroll integration monitoring (CPI)', 'EC Payroll Real user monitoring Operations scenarios', 'BPmon POC', 'Integration and connection monitoring', 'P2. SAP SAC monitoring - Covered by SAC synthetic monitoring - Workshop planned 27 October - Agenda must be made - Christophe Garcia', 'SAP SAC integration monitoring - New topic', 'SAP SAC monitoring - Real user monitoring - New topic', 'BTP monitoring', and 'RUM sessions for basis team'.

<input type="checkbox"/> Title	Status	Timebox	Planned Completion Date	Team	Responsible
Deliverable: (Not Assigned)					
<input type="checkbox"/> Service Now integration Operations scenarios	In Progress	Realize	Oct 31, 2022	SAP MaxAttention	Filipe HARTMANN
<input type="checkbox"/> P1. EC payroll integration monitoring (CPI)	In Progress	Realize	Dec 29, 2023	(Not Assigned)	(Not Assigned)
<input type="checkbox"/> EC Payroll Real user monitoring Operations scenarios	In Progress	Realize	Dec 29, 2023	SAP MaxAttention	Filipe HARTMANN
<input type="checkbox"/> BPmon POC	In Progress	Realize	Dec 29, 2023	(Not Assigned)	(Not Assigned)
<input type="checkbox"/> Integration and connection monitoring	Open	Realize	Dec 29, 2023	(Not Assigned)	(Not Assigned)
<input type="checkbox"/> P2. SAP SAC monitoring - Covered by SAC synthetic monitoring - Workshop planned 27 October - Agenda must be made - Christophe Garcia	In Progress	Realize	Dec 29, 2023	(Not Assigned)	(Not Assigned)
<input type="checkbox"/> SAP SAC integration monitoring - New topic	Blocked	Realize	Dec 29, 2023	(Not Assigned)	(Not Assigned)
<input type="checkbox"/> SAP SAC monitoring - Real user monitoring - New topic	Blocked	Realize	Dec 29, 2023	(Not Assigned)	(Not Assigned)
<input type="checkbox"/> BTP monitoring	In Progress	Realize	Dec 29, 2023	(Not Assigned)	(Not Assigned)
<input type="checkbox"/> RUM sessions for basis team	Open	Realize	Dec 29, 2023	(Not Assigned)	(Not Assigned)



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