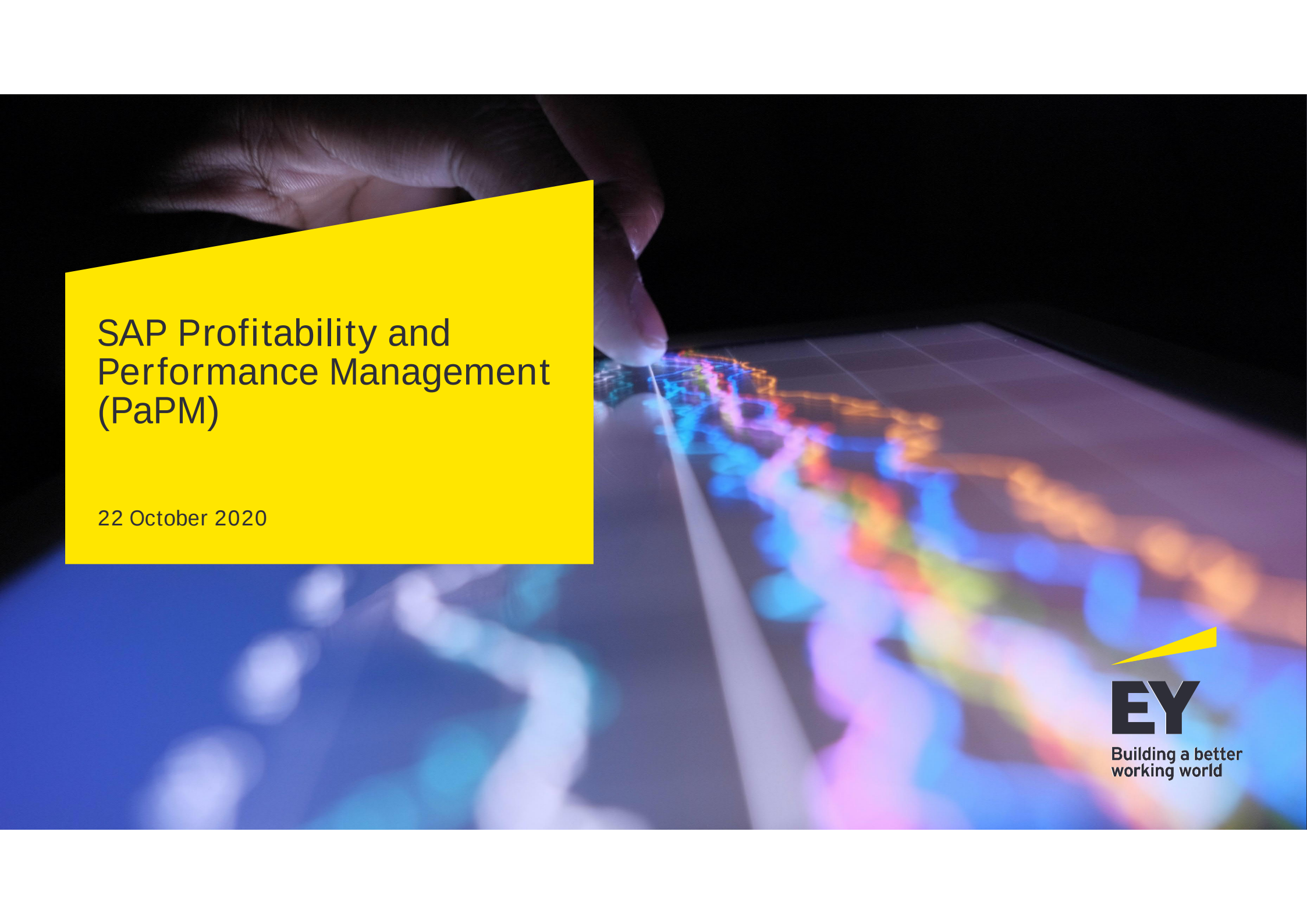




SAP Profitability and Performance Management (PaPM)

22 October 2020

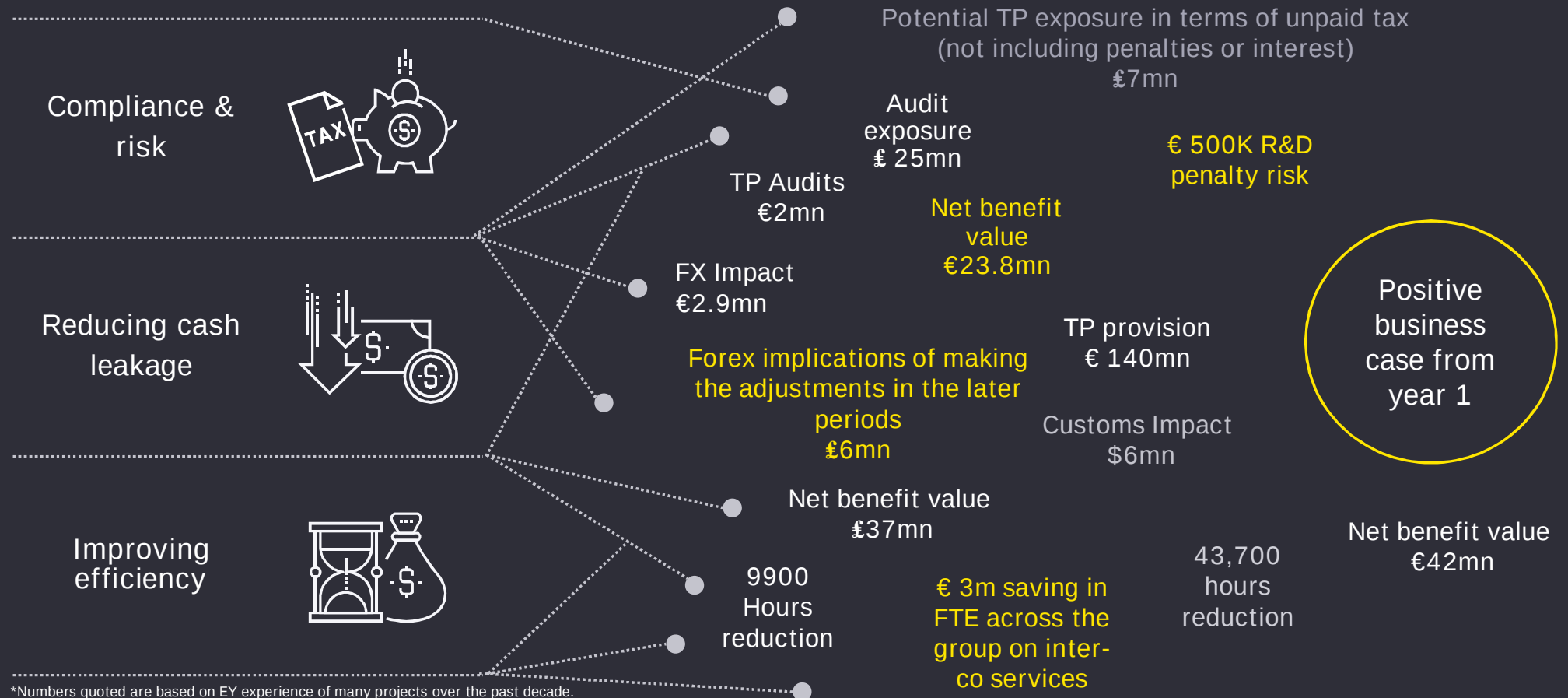


What if we could create a flexible modelling platform in SAP where most business scenarios could be modelled, calculated and simulated real-time?

The better the question. The better the answer.
The better the world works.

EY

Significant benefits using a flexible modelling platform



What are the typical use cases for these multipurpose and intelligent platforms...



Business and financial modeling

High-speed processing and analysis of big data volumes providing traceability and what-if simulation capabilities



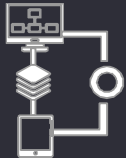
Profitability and cost management

Optimize profitability and cost on product & service, channel and customer level



Agile plan and forecast modeling

Run sophisticated driver-based, predictive and stochastic models based on BPC and SAC



IT cost management

IT cost transparency, financial management and automated bill of IT, cross-charging of shared services



Transfer pricing & tax reporting

Tax compliant revenue and cost transfer for intermediates, licenses, services and products between legal entities (OECD Transfer Price Guidelines, BEPS)



Allocation simulations

Run simulations based on S/4HANA and ERP allocation rules and data



Value chain sustainability management

Optimize economic, environment and social impact of your company, products and services



Funds and liquidity transfer pricing

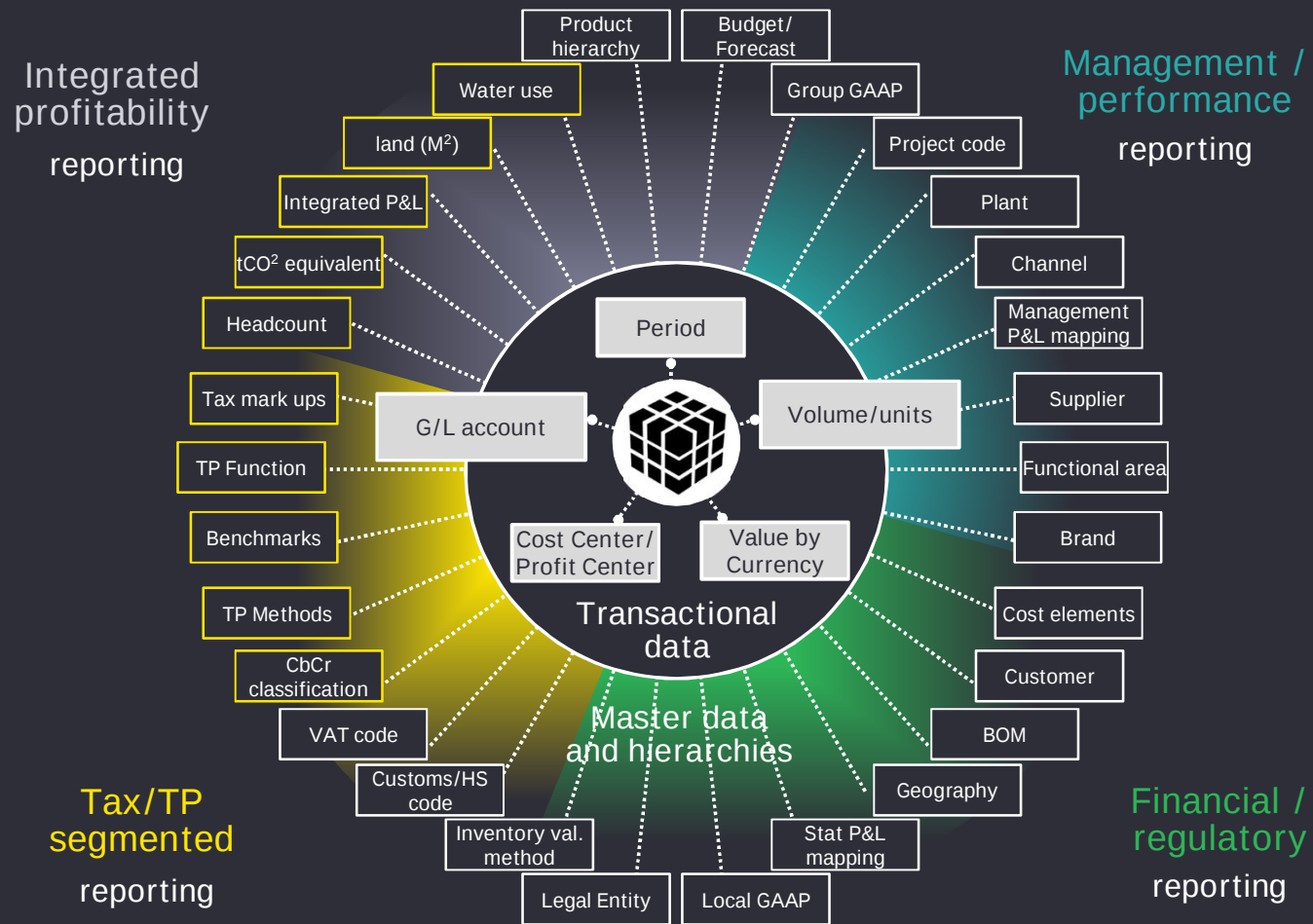
Rate modeling, cashflow dynamics, funds and liquidity transfer pricing



Product and price Forecast

Forecast and optimization of product profitability

...leveraging much of the same dimensions



What is PaPM



Next generation Integrated performance management solution



Best in class calculation and allocation



Business focused



Simulation capabilities



SAP Fiori **user experience**



No data redundancy & **fast** processing



Agile financial and business modelling capabilities



Integration SAP S/4HANA, ERP, BPC, BW and SAC



Built on **SAP HANA** for instant insight



Embedded **reporting** capabilities

SAP PaPM

Three main components - A perfect combination



Business data aggregator

Integrates with your operational systems and your data warehouse at high speed – without copying data



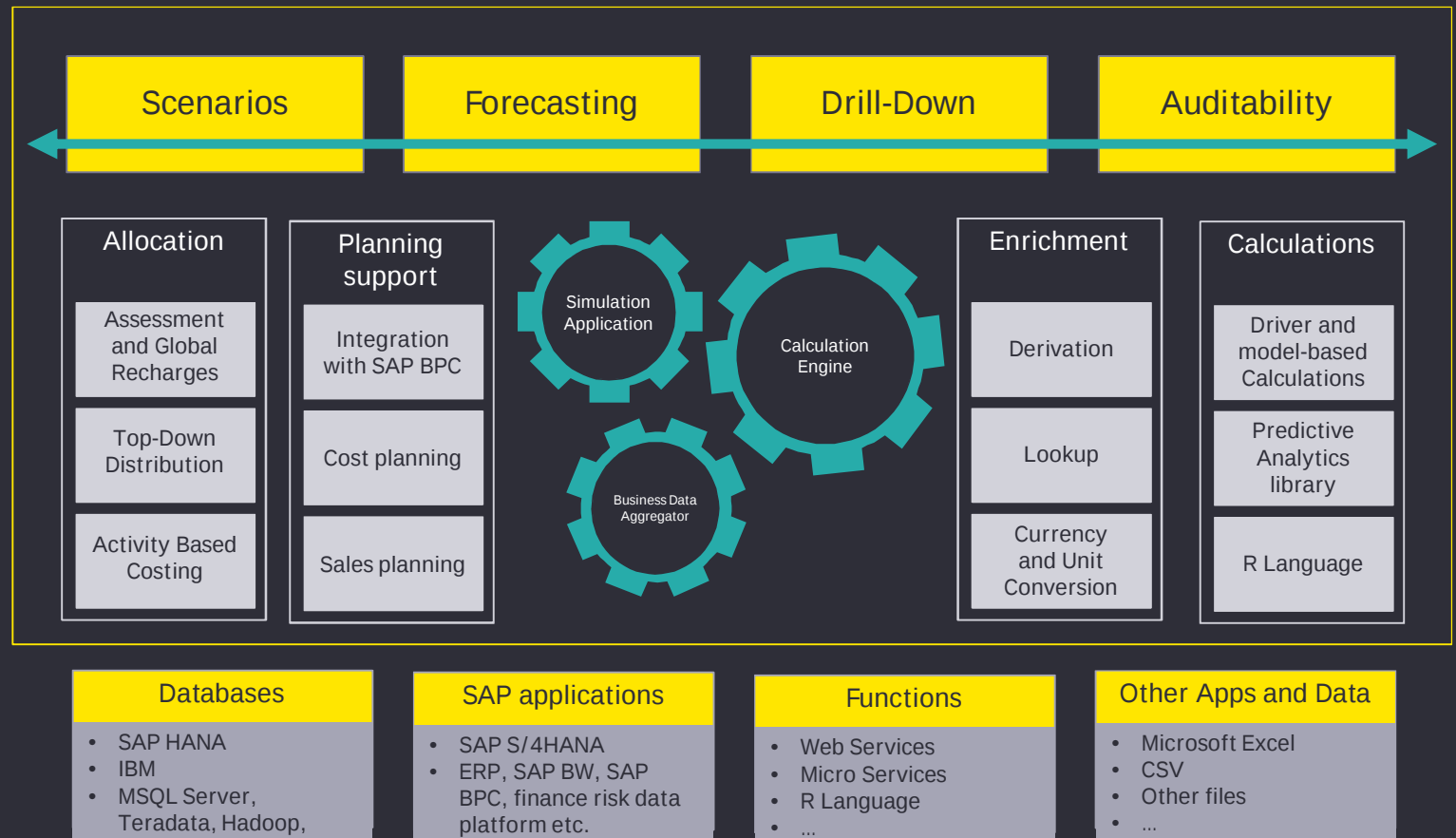
Calculation engine

Process high volumes of data



Simulation application

Provides real-time data insights with end-to-end traceability.



Operational Transfer Pricing - Administration

Default Settings
Schema, Path, etc.



Teams
Manage Team Users



3

Teams

Operational Transfer Pricing - Execution

Execution Overview
KPIs and Charts



My Activities
Process Activities



97

Current Activities

My Events
Events & Rules



0

Pending Events

My Reports
Simulations & Reports



6

Available Reports

Processes
Manage & Deploy



Management
Reporting



Dashboard



Operational Transfer Pricing - Modeling

Modeling Overview
KPIs and Charts



My Environments
Financial Modeling



75

Environment Versions

Operational Transfer Pricing - System Report

Application Monitor
Runs & Messages



19,9 K

Runs (1Y)

Process Monitor
Processes & Activities



6

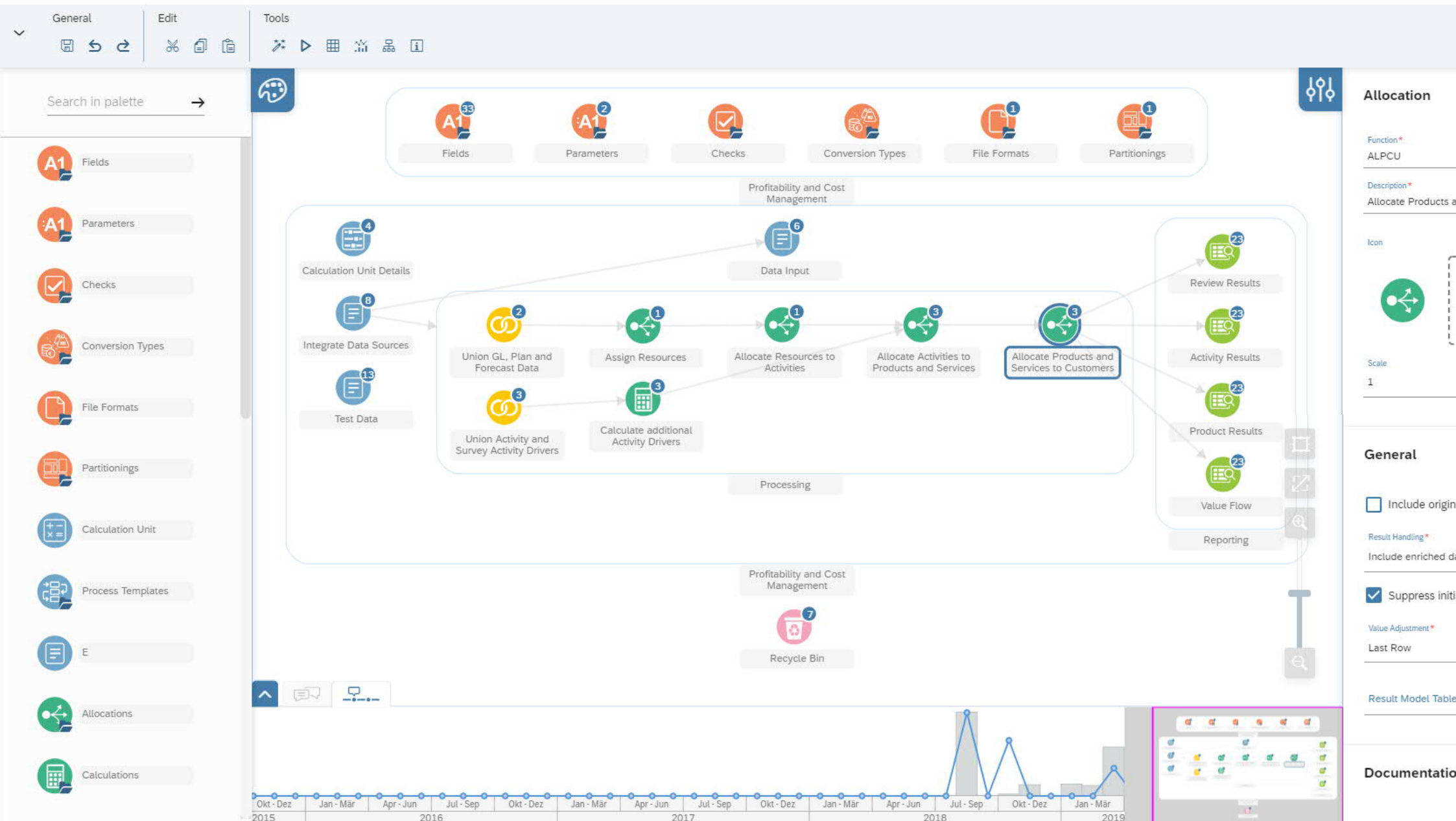
Current Processes

Modeling History
Who, What and When



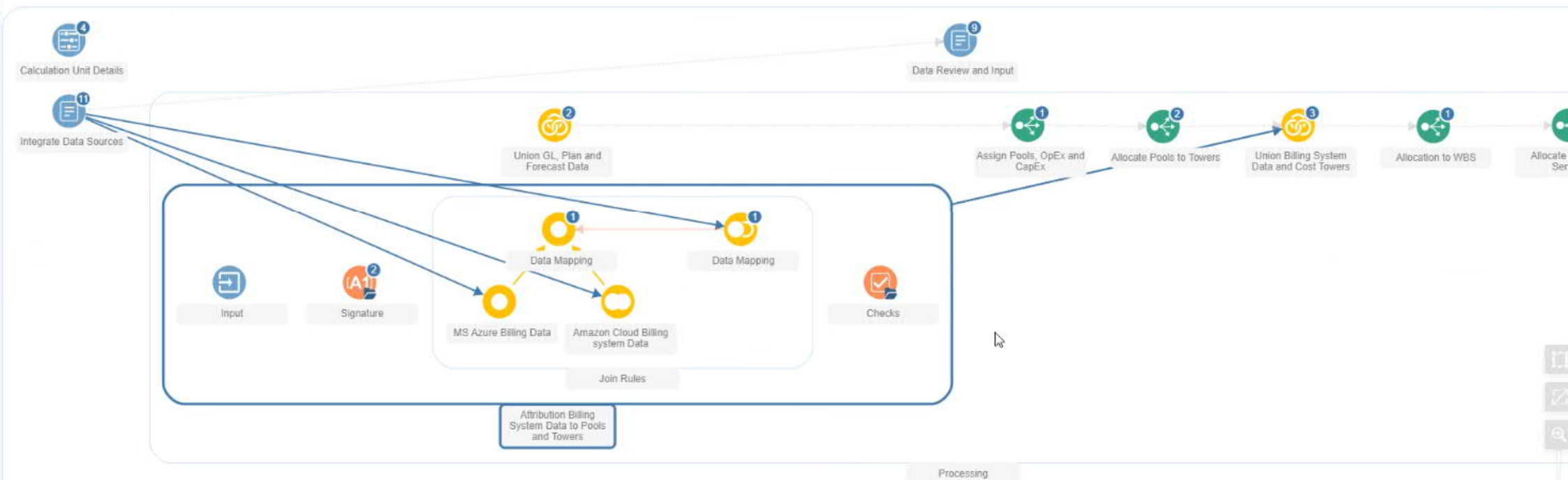
9,31 K

Modifications (1Y)



PROCESS

REPORT



Standard

Function	Function	Act. ...
☐	IT Cost Management	SXI
☐	> ☐ Integrate Data Sources	DSIDS
☐	> ☐ Data Review and Input	DSDAI
☐	> ☐ Processing	DSPRO
☐	> ☐ Reporting	DSREP
☒	☒ Review Results [Side-by-Side Simulation]	QESBS ✓
☐	☒ Business Units Results [Side-by-Side Simulation]	QESBR ✓
☐	☒ Cost Trend Analysis	QECTA ✓
☐	☒ Review Results	QEALL ✓
☐	☒ Tower Results	QETOR ✓
☐	☒ WBS results	QEWBS ✓
☐	☒ Service Results	QESER ✓
☐	☒ Amazon Cloud Billing Results	QEACB ✓
☐	☒ MS Azure Billing System Data Results	QEMSA ✓
☐	☒ Cloud Billing Results with Towers and Services	QESTA ✓
☐	☒ Business Units Results	QEBUR ✓
☐	☒ Value Flow with Project	QEVAL ✓
☐	☒ Value Flow	QEVAT ✓

Filter (1) Sheet Definition (2.1,20) Documentation (*)

Columns

Rule	Rule Type
☐ Scenario	CHA
☐ Amount in Company Code Curre KYF	

Rows

Rule	Rule Type
☐ Account Number	CHA

Free

☐ Description	Query Component
☐ Sub Pool	SPOOL
☐ Sub Tower	STO
☐ Service Type	SERT
☐ Pool Flow Type	POOLFLOWT
☐ Business Unit Source	BUSRC



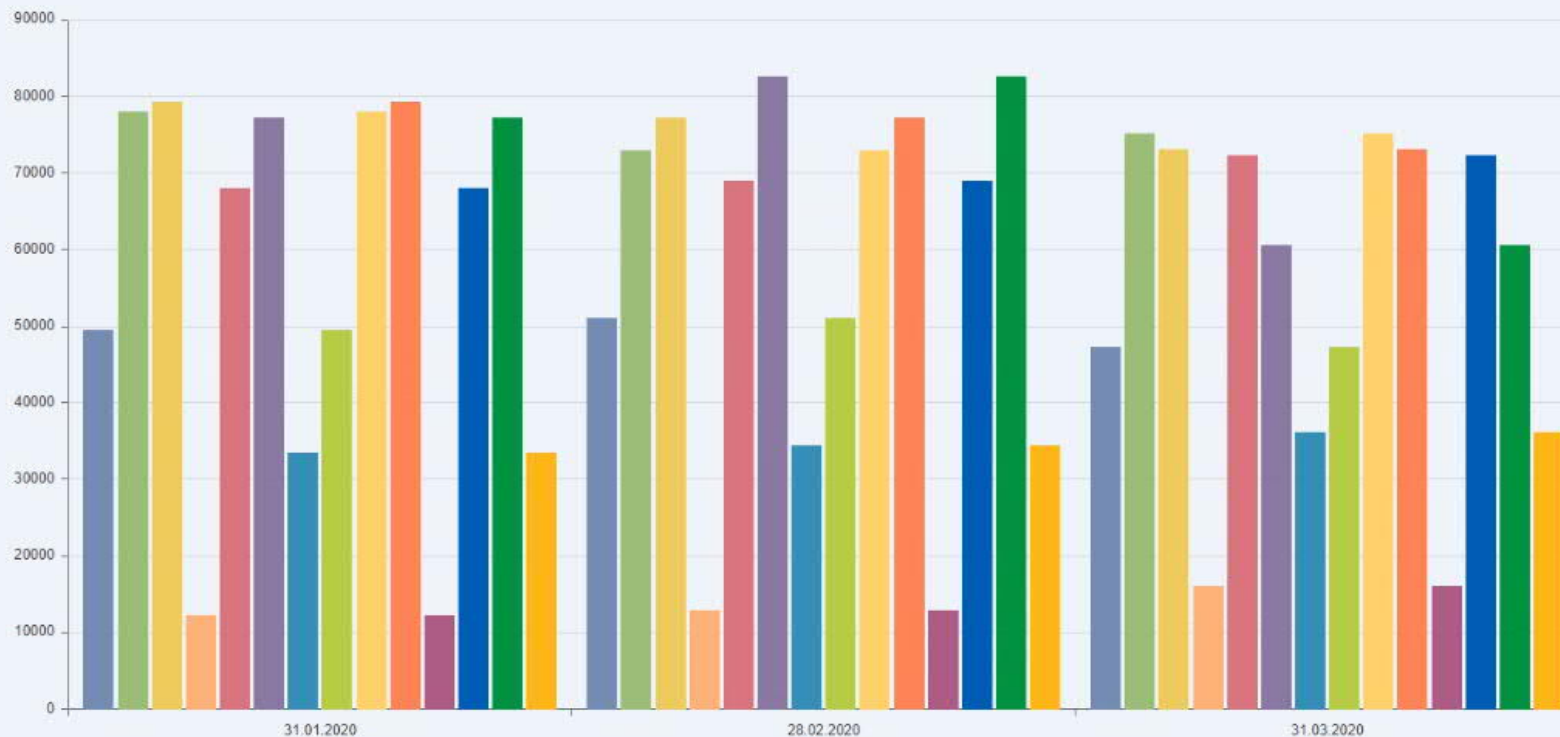
Review General Ledger Data

Show/Hide Layout: Chanchal's Layout Save Chart

Analyze in Excel



Export as Portable Network Graphic



- Amount in Company Code Currency - Sunshine New York / Computer Invent...
- Amount in Company Code Currency - Sunshine New York / External Labor S...
- Amount in Company Code Currency - Sunshine New York / Network Rebuild...
- Amount in Company Code Currency - Sunshine New York / Sales and Distri...
- Amount in Company Code Currency - Sunshine New York / Software Invent...
- Amount in Company Code Currency - Sunshine New York / Temporary Inven...
- Amount in Company Code Currency - Sunshine New York / Windows
- Value in Original Transaction Currency - Sunshine New York / Computer Inv...
- Value in Original Transaction Currency - Sunshine New York / External Labo...
- Value in Original Transaction Currency - Sunshine New York / Network Rebu...
- Value in Original Transaction Currency - Sunshine New York / Sales and Dist...
- Value in Original Transaction Currency - Sunshine New York / Software Inve...
- Value in Original Transaction Currency - Sunshine New York / Temporary Inv...
- Value in Original Transaction Currency - Sunshine New York / Windows

Chart Personalization

Chart Type: Column

Show Legend: Multiple Horizontal Area

Show Tooltip: Multiple Horizontal Area

Show Animation: Multiple Line

Multiple Pie

Multiple Radar

Multiple Stacked Bar

Multiple Stacked Column

Radar

Stacked Bar

Stacked Column

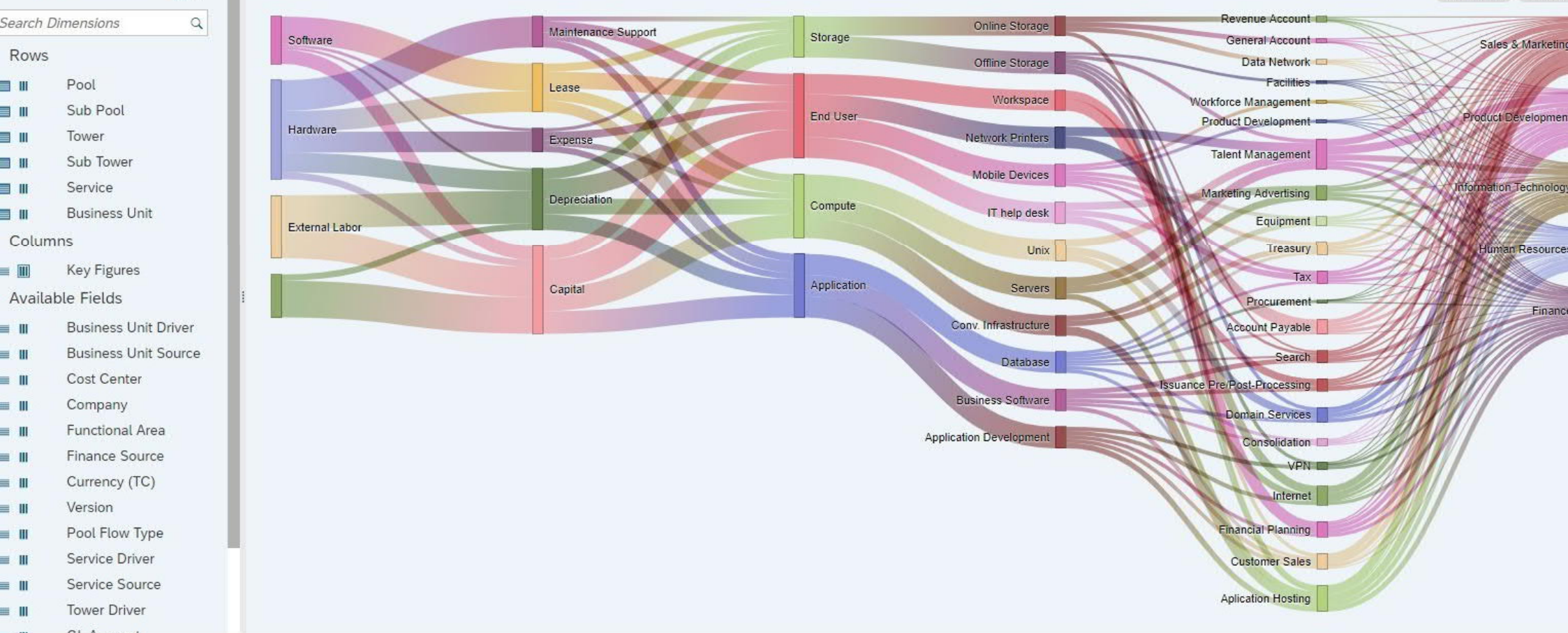
☐ Functional Area	RFAREA
☐ Company Code	RBUKRS

Review Distribution P&L

Show/Hide Layout: Demo Save Data Grid

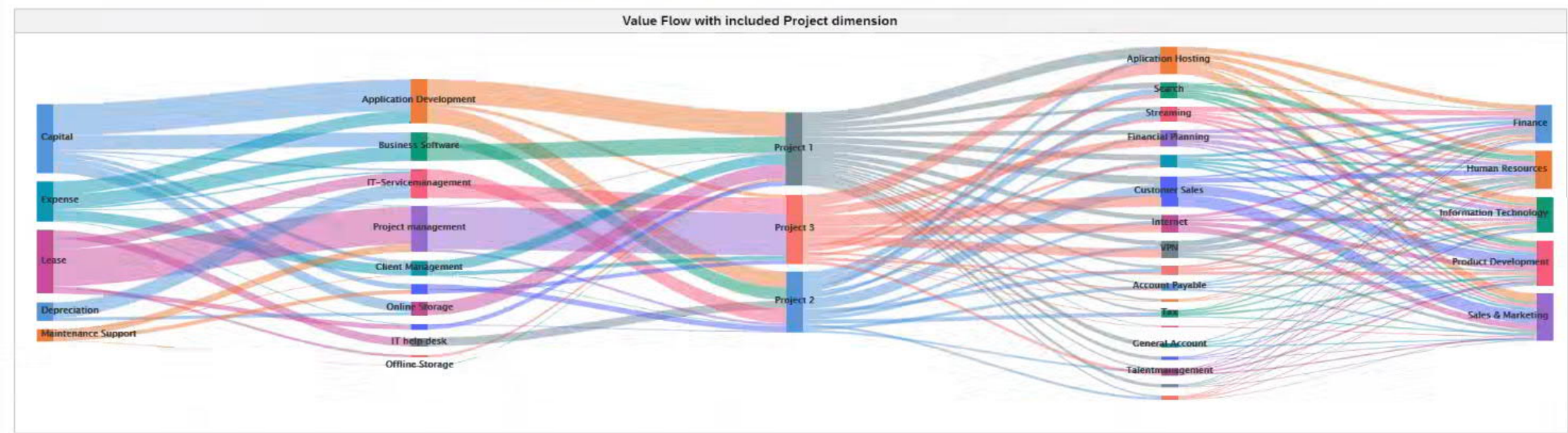


TP Function	DISTRIBUTION										
TP method	ROYALTY										
Brand	ICE Mouse								ICE Screen		
Brand Owner	ICE USA INC	ICE USA INC	ICE USA INC	ICE USA INC	ICE USA INC	ICE USA INC	ICE USA INC	ICE USA INC	ICE USA INC		
Functional Area	Actual GL Balance	Plan GL Balance	Local GAAP Adjustments	Previous Year Adjustm...	RE Allocations	Allocations	Year end forecast	Actual GL Balance	Plan GL Balance	Local GAAP Adjustments	Previous Year Adjustm...
— PBT	11.173.003,459	3.528.918,000	0,000	0,000	0,000	-14.882.664,35	-180.742,883	2.982.627,245	994.393,000		
Total financial income/expense	0,000	0,000	0,000	0,000	0,000	-561.010,63	-561.010,630	0,000	0,000		
Total non-operating expenses	0,000	0,000	0,000	0,000	0,000	-200.024,20	-200.024,198	0,000	0,000		
— Operating P/L	11.173.003,459	3.528.918,000	0,000	0,000	0,000	-14.121.629,52	580.291,945	2.982.627,245	994.393,000		
— Gross Margin	12.244.152,859	3.895.046,000	0,000	0,000	0,000	-239.042,20	15.900.156,655	4.378.858,855	1.443.658,000		
+ Net Sales	40.303.000,000	13.260.787,000	0,000	0,000	0,000	-239.042,20	53.324.744,796	8.401.000,000	2.780.018,000		
+ Cost of Sales	-28.058.847,141	-9.365.741,000	0,000	0,000	0,000	0,00	-37.424.588,141	-4.022.141,145	-1.336.360,000		
— M & S Expenses	-551.882,200	-184.779,000	0,000	0,000	0,000	-6.125.564,45	-6.862.225,647	-1.129.454,930	-362.748,000		
TP adjustment - A&P adjustment...	5.071,200	1.689,000	0,000	0,000	0,000	-973.199,89	-966.439,691	-257.583,730	-86.254,000		
Advertising & marketing	-556.953,400	-186.468,000	0,000	0,000	0,000	-5.152.364,56	-5.895.785,956	-871.871,200	-276.494,000		
— G & A Expenses	0,000	0,000	0,000	0,000	0,000	-7.757.022,87	-7.757.022,863	0,000	0,000		
G&A Expenses IC	0,000	0,000	0,000	0,000	0,000	-1.526.452,94	-1.526.452,937	0,000	0,000		
G&A Income IC	0,000	0,000	0,000	0,000	0,000	0,00	0,000	0,000	0,000		
IT/IS	0,000	0,000	0,000	0,000	0,000	-1.991.748,87	-1.991.748,871	0,000	0,000		
Finance	0,000	0,000	0,000	0,000	0,000	-1.556.714,45	-1.556.714,446	0,000	0,000		
Human Resources	0,000	0,000	0,000	0,000	0,000	-372.974,69	-372.974,691	0,000	0,000		
General & Administration Expen...	0,000	0,000	0,000	0,000	0,000	-1.517.578,28	-1.517.578,282	0,000	0,000		
Legal	0,000	0,000	0,000	0,000	0,000	-791.553,64	-791.553,636	0,000	0,000		
— R & D Expenses	0,000	0,000	0,000	0,000	0,000	0,00	0,000	0,000	0,000		
External R&D Expenses IC	0,000	0,000	0,000	0,000	0,000	0,00	0,000	0,000	0,000		
External R&D Income IC	0,000	0,000	0,000	0,000	0,000	0,00	0,000	0,000	0,000		
External Research	0,000	0,000	0,000	0,000	0,000	0,00	0,000	0,000	0,000		
Internal Research	0,000	0,000	0,000	0,000	0,000	0,00	0,000	0,000	0,000		
— Royalty Expenses	-519.267,200	-181.349,000	0,000	0,000	0,000	0,00	-700.616,200	-266.776,680	-86.517,000		
Royalty Expenses IC	-519.267,200	-181.349,000	0,000	0,000	0,000	0,00	-700.616,200	-266.776,680	-86.517,000		



Costs of Project with its WBS elements

For many companies it is challenging to track costs of project in all phases. Therefore, the solution enables monitoring and allocation of all costs incurred in the implementation of the project and they can be tracked in all levels of Work Breakdown Structure (WBS), lowest and highest. Value flow shows all costs that appeared for each project. Also, there is option to add dimensions so the costs for each WBS element can be tracked and that makes managing project implementation more efficient.



Integration with Cloud Billing Systems

Profitability and Performance Management allows integration with cloud billing systems so it is easier then ever to track and allocate cloud costs on Services, as main users of these systems, and further allocation on Business units. Costs of using cloud systems are considered as additional costs in our solution because integration is optional, refers to users of cloud systems to show full transparency and granularity of data. Here are shown examples of two cloud billing systems: **Amazon Cloud Billing System** and **MS Azure Billing System**.

Amazon Cloud Billing System Results	MS Azure Billing System Results



Show/Hide Layout: Save

Copy Filter Selection

Dimensions

Search Dimensions

Rows

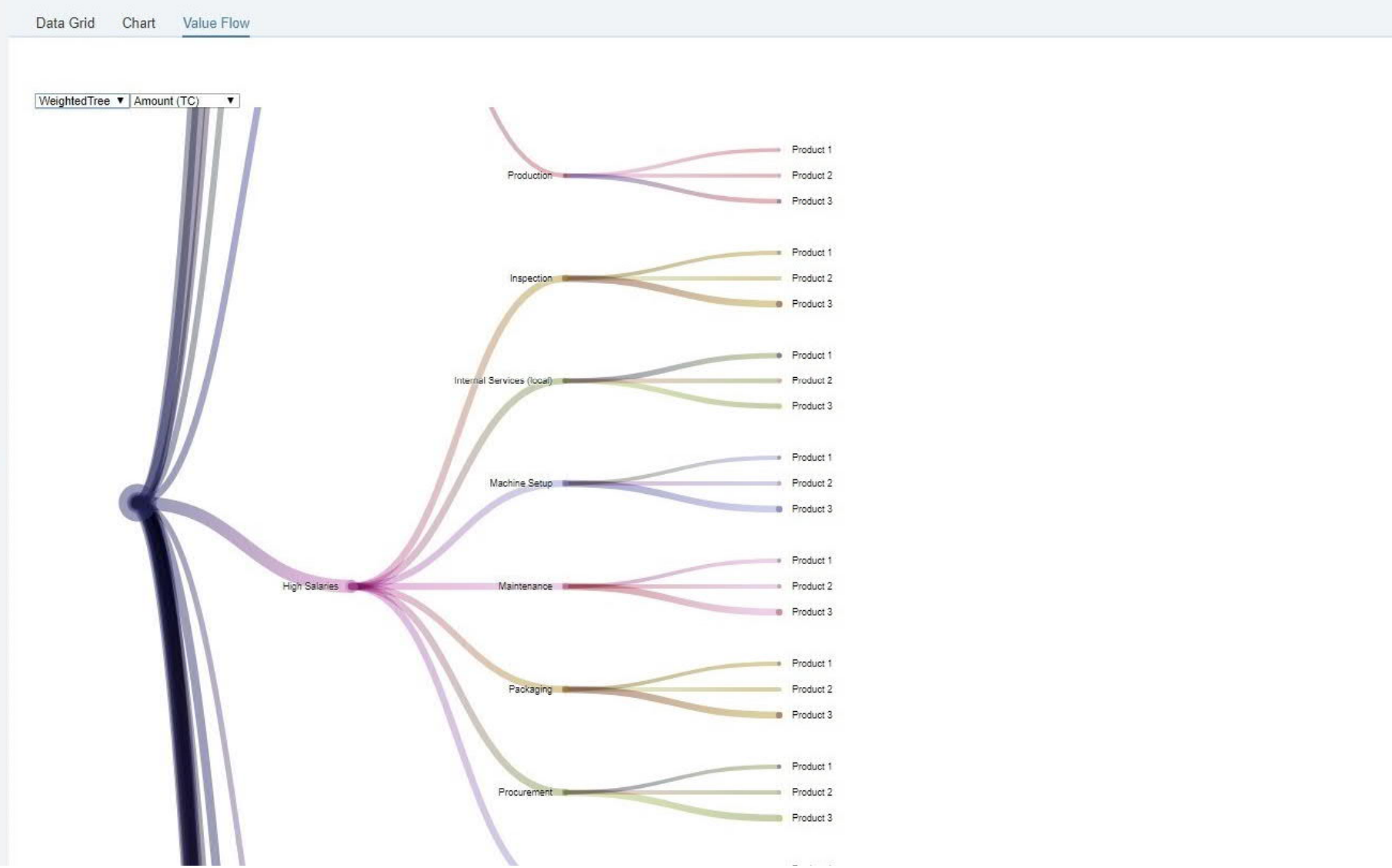
- Resource
- Activity
- Product & Service

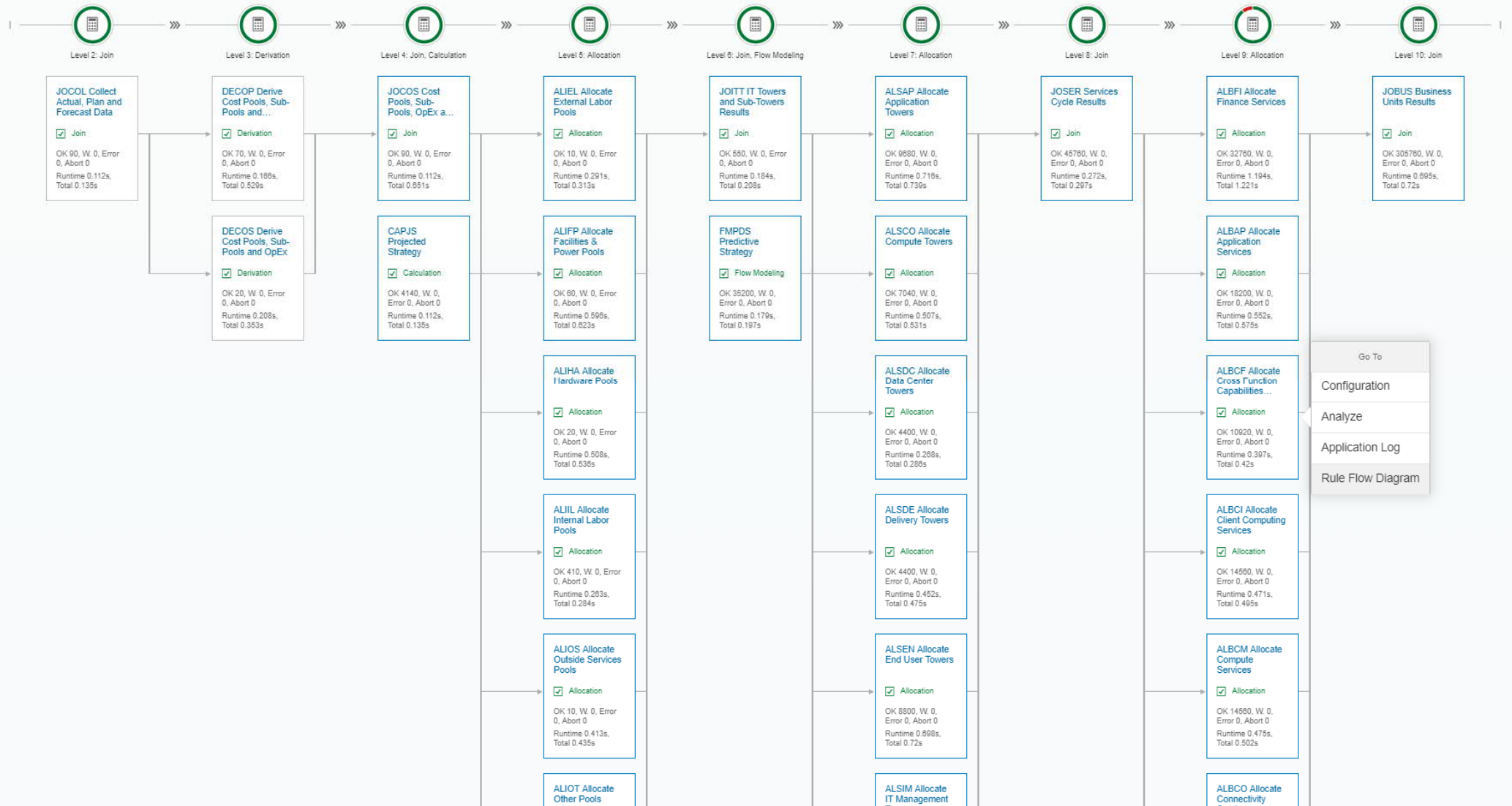
Columns

- Key Figures

Available Fields

- PER Function
- PER Activity
- PER Process
- Activity Source
- Cost Center
- Company
- Functional Area
- Profit Center
- Finance Source
- Currency (TC)
- Partition Key
- Region
- Version
- Channel
- Customer ID
- Position ID
- Unit
- Resource Source
- Posting Date
- Activity Driver
- Resource Driver
- GL Account





Show/Hide Layout: Save

Standard

Elements & Parameters Value

- ITFM Process Template
 - Elements
 - Review Input Data Open
 - Review General Ledger Data Open
 - Review Amazon Cloud Billing System Data Open
 - Review MS Azure Billing System Data Open
 - Update Assumptions Open
 - Update Tower Drivers Open
 - Update Service Drivers Open
 - Update Plan and Forecast Data Open
 - Update WBS Drivers Open
 - Update Business Unit Drivers Open
 - Execution function Open
 - Reporting Open

Review General Ledger Data

Show/Hide Layout: Chanchal's Layout

Analyze in Excel

<Standard Query View>

Key Figures Amount in Company Code Currency

Posting Date 31.01.2020 28.02.2020

Company Code

Sunshine New York

Edit Parameter

Standard

Parameter

Value

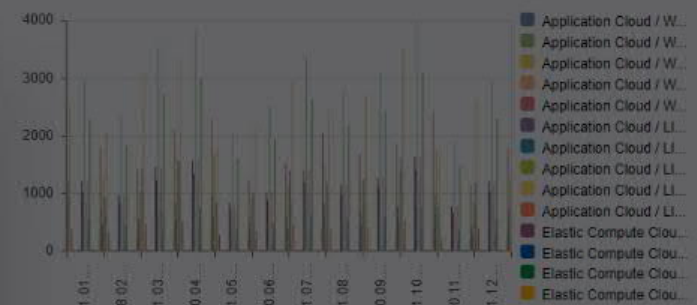
Ext. Labor Cost Increase (%)

20

Review Amazon Cloud Billing System Data

Show/Hide Layout: Save Chart

Analyze in Excel



Update Service Drivers - Google Chrome

Update Service Drivers

Show/Hide Layout: Save Data Grid

<Standard Query View>

Tower	Sub Tower	Service Category	Service	31.01.2020	28.02.2020	31.03.2020	30.04.2020	31.05.2020	30.06.2020	31.07.2020	31.08.2020
Application	Application Develop.	Finance	Financial Planning	3,998,570	3,896,260	3,111,440	2,825,930	2,405,820	3,642,690	4,412,470	2,389,040
			Customer Sales	5,531,030	5,531,030	2,616,080	3,394,310	7,473,610	3,048,700	2,115,600	3,582,660
	Business Software	Finance	Consolidation	3,292,050	3,552,620	3,102,360	3,577,250	2,366,010	2,674,930	2,167,910	2,351,530
			Customer Sales	3,045,790	3,045,790	4,722,180	3,949,650	3,363,420	5,575,700	3,173,340	5,511,190
	Database	Finance	Account Payable	5,184,120	3,337,380	3,149,680	2,868,770	2,374,630	3,000,900	2,071,220	3,745,930
			Consolidation	7,235,630	2,155,970	2,826,720	4,238,110	2,568,200	3,878,210	5,453,050	2,152,960
			Procurement	5,168,700	2,190,610	2,841,430	4,214,930	2,373,700	4,893,940	2,052,650	2,156,310
			Tax	5,206,200	3,648,660	2,368,480	3,508,730	3,817,760	4,022,650	2,073,830	4,003,410
Compute	Conv. Infrastructure	Finance	Treasury	2,449,610	2,181,250	3,694,180	4,224,500	2,969,560	7,528,790	5,445,030	1,564,330
			Customer Sales	3,651,720	3,651,720	2,723,090	3,564,230	4,976,640	3,522,630	7,165,180	3,781,830
	Servers	Finance	Facilities Assets	3,843,330	2,361,330	3,213,480	2,102,180	3,823,490	2,218,410	2,122,410	3,791,260
			Treasury	1,190,040	2,368,680	2,712,710	1,046,220	3,814,390	3,792,300	2,653,270	2,390,200
	Unix	Human Resources	Talent Management	3,877,640	3,859,060	7,361,780	2,949,960	5,330,440	5,954,830	4,707,880	4,652,090
			Marketing Advertising	3,866,390	3,866,390	2,111,810	4,389,300	3,195,630	5,561,320	3,632,230	4,684,280
Delivery	Client Management	Finance	Talent Management	2,396,400	2,396,400	3,105,680	3,778,750	4,223,670	7,521,540	3,942,320	7,522,270
			Account Payable	4,510,184	3,666,989	4,744,154	3,387,954	5,184,574	3,000,900	2,071,220	3,745,930
			Consolidation	6,294,998	3,675,315	4,314,574	3,582,216	4,356,464	3,878,210	5,453,050	2,152,960
			Procurement	4,496,769	3,687,156	4,737,176	4,662,574	4,017,216	4,893,940	2,052,650	2,156,310
			Tax	4,529,394	2,495,830	1,785,806	2,685,429	3,817,760	4,022,650	2,073,830	4,003,410
			Treasury	2,131,161	3,792,574	3,796,216	4,530,464	1,792,070	7,528,790	5,445,030	1,564,330

OK Cancel

Analyze in Excel

Show/Hide Layout: Save Data Grid

Analyze in Excel

<Standard Query View>

Pool Sub Pool Pool Flow Type Tower

Delivery

External Labor Expense Operational Expenses Delivery

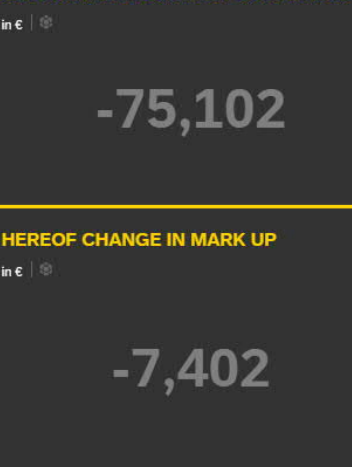


Net Adjustments - Summary Report

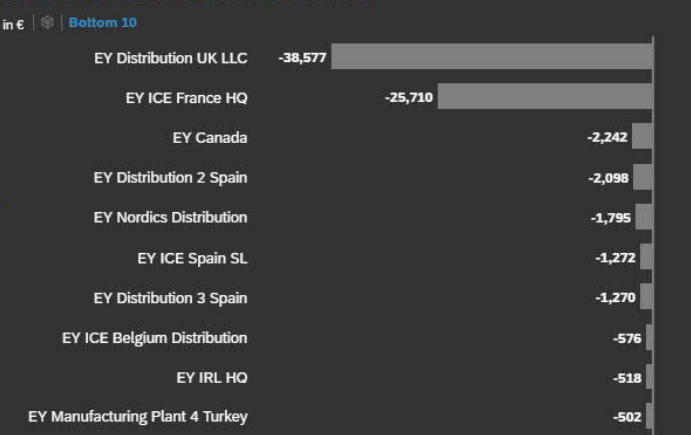
DEVIATION % BY REGION



NET TOTAL ADJUSTMENT SUGGESTED



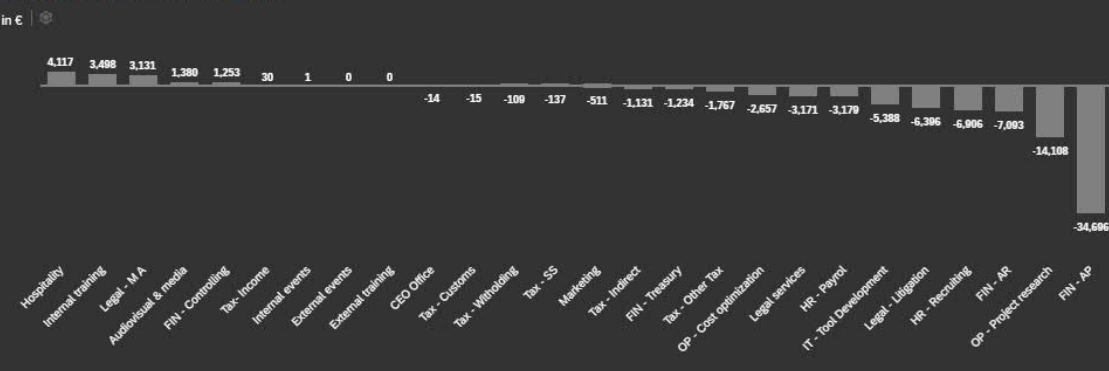
NET ADJUSTMENT BY SERVICE RECEIVER



10 LARGEST NET ADJUSTMENTS

		ACCOUNT	Deviation Absolute
SERVICE PROVIDER	SERVICE_PROVIDER_LOCATION		
EY ICE Spain SSC SA	Spain		44,949.00
EY ICE R&D SL	Belgium		22,153.00
EY ICE Global HQ	Spain		16,996.00
EY EMEA Training Services SL	Spain		8,996.00

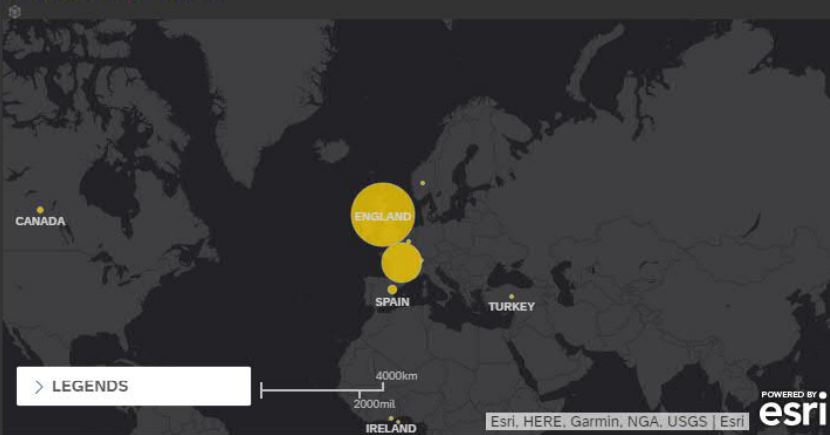
NET ADJUSTMENT BY SERVICE



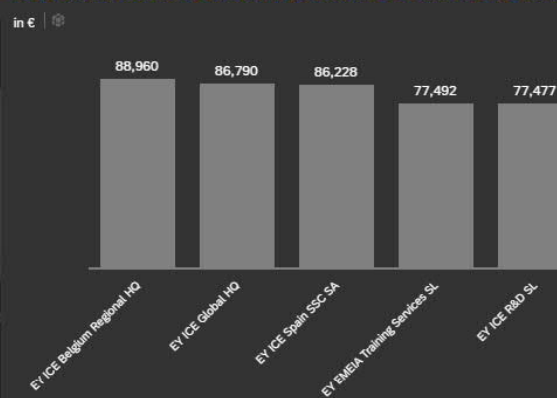


Budget Reporting - Global Overview

ALLOCATION BY REGION



DEVIATION ON NON ALLOCATED COST BY SERVICE PROVIDER



ESTIMATED CHARACTERISTICS

in €

4,684,011

NET COST BUDGET

in €

4,265,161

BUDGET MARK UP

in €

146,605

ESTIMATED NON ALLOCATED COST

in €

416,947

PASS THROUGH BUDGET

in €

181,496

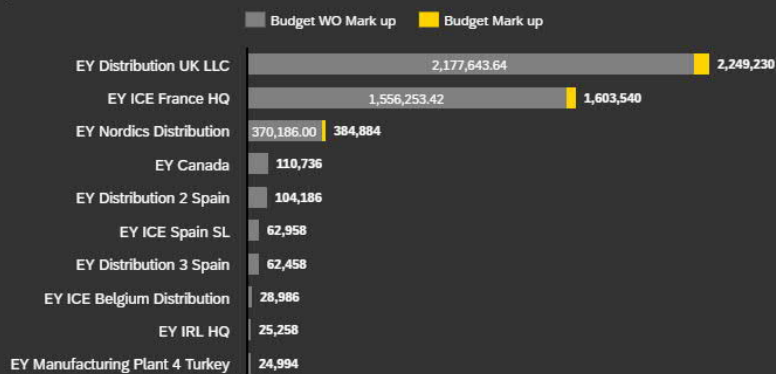
INTERNAL COST BUDGET

in €

90,748

ALLOCATION BY SERVICE RECEIVER

in €, -- | Top 10 (Budget WO Mark up)



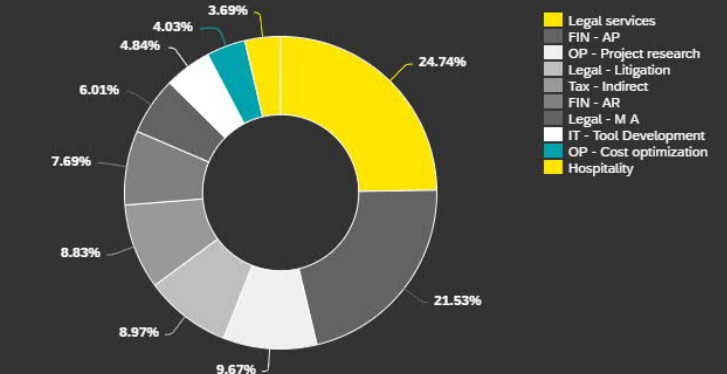
ALLOCATION BY SERVICE PROVIDER

in €



ALLOCATION BY SERVICE

in € | Top N (AUTO)



EY Transfer pricing adjustments and TP updates (IMC and manufacturing)

TP adjustment (credit / debit note) by brand owner

in Million EUR  Balance

			Balance
Royalty Expenses IC	2030	ICE USA INC	-24.99
	2060	ICE Hardware Limited	-16.33
	2020	ICE Operation BV	-11.83
	2040	ICE UK. LTD	-10.18
	2050	ICE Support BV	-5.91
TP COGS adjustments	3010	ICE Ireland Ltd	-5.91
	2050	ICE Support BV	0.49
	3010	ICE Ireland Ltd	0.86
	2020	ICE Operation BV	0.94
	2060	ICE Hardware Limited	1.25
	2040	ICE UK. LTD	1.45
TP adjustment - A&P adjustment (YTD)	2030	ICE USA INC	2.24

Transfer Price updates (Largest % change in TP from previous period)

in EUR  Product Filter

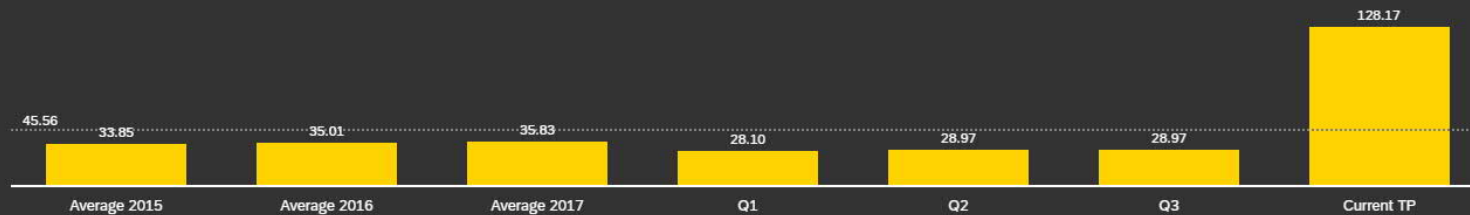
ACCOUNT			Current TP	Q3 C	%Change
PRODUCT	BRANDO...	COMPANYCODEBRANDO...			
100156 ICE 2.4HZ	2020	ICE Operation BV	26.75	22.89	16.86 %
100188 ICE 1.2HZ	2020	ICE Operation BV	128.17	28.97	342.42 %
100194 ICE 2.0HZ	2020	ICE Operation BV	41.13	28.24	45.64 %
100228 ICE Battery 4000amp	2020	ICE Operation BV	22.25	26.58	-16.29 %
100252 ICE Battery 5000amp	2020	ICE Operation BV	38.30	35.44	8.07 %
130015 ICE Keyboard Black	2060	ICE Hardware Limited	31.16	38.36	-18.77 %
130037 ICE Keyboard White	2060	ICE Hardware Limited	76.93	51.65	48.94 %
130043 ICE Keyboard Silver	2060	ICE Hardware Limited	44.00	39.30	11.96 %
130051 ICE Keyboard Blue	2060	ICE Hardware Limited	26.84	30.40	-12.71 %
130149 ICE Webcam 2.0MP	2060	ICE Hardware Limited	15.55	15.55	0.00 %
170061 ICE HW Device	2040	ICE UK. LTD	139.32	13.45	935.84 %
170531 ICE NW Cables 1.2	2040	ICE UK. LTD	50.36	63.64	-20.87 %
170579 ICE NW Cables 1.3	2040	ICE UK. LTD	49.26	55.02	-10.47 %
170591 ICE NW Cables 1.4	2040	ICE UK. LTD	47.48	39.16	21.25 %
670542 ICE Headphone Bluetooth	2050	ICE Support BV	28.19	25.19	11.91 %
670573 ICE Headphone Cable	2050	ICE Support BV	27.86	53.21	-47.64 %
672067 ICE Harddisk 1TB	2060	ICE Hardware Limited	59.40	59.40	0.00 %

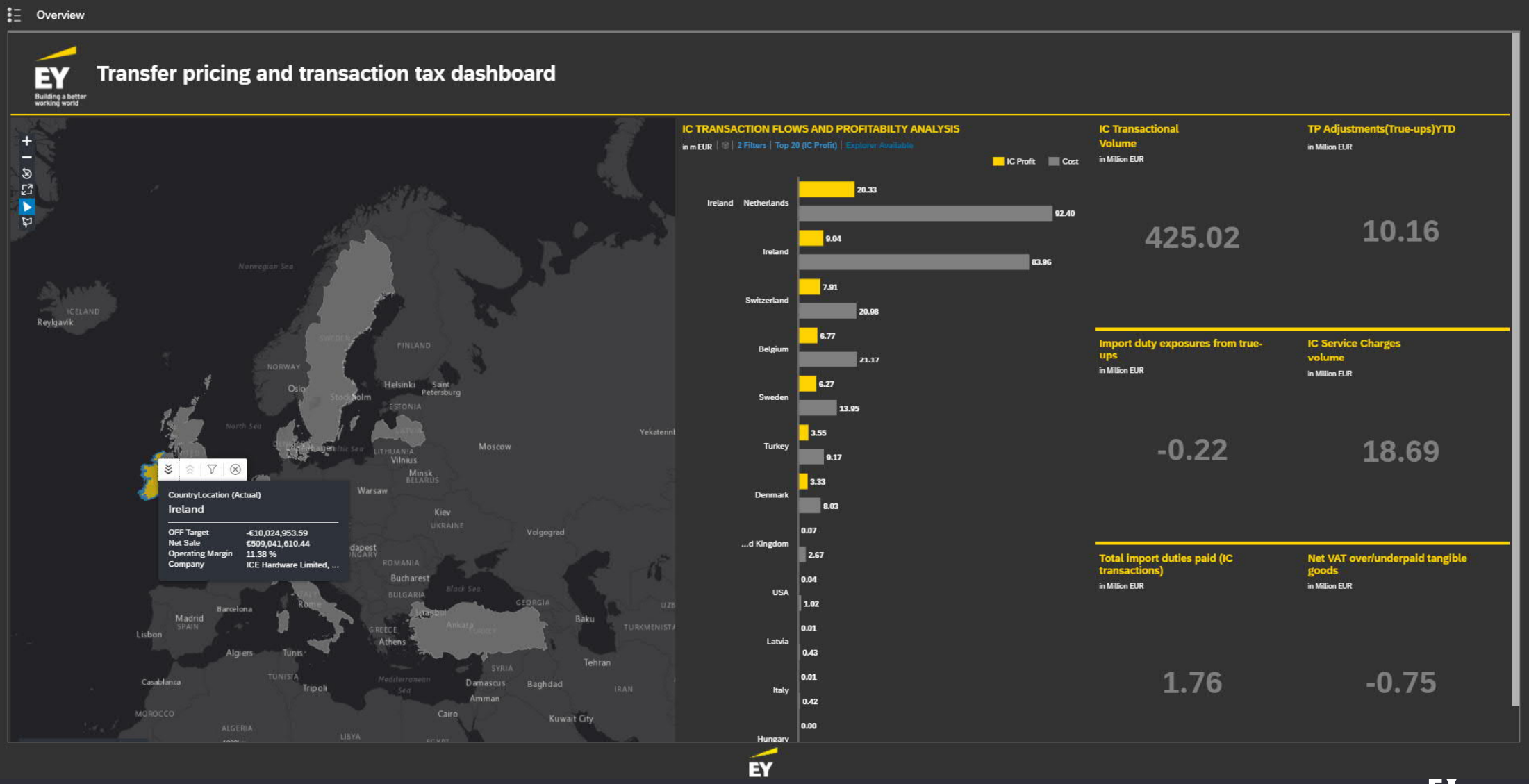
Company (1)
ICE Ireland Ltd

Product (1)
100188 (ICE 1.2HZ)

TP update by Material

in EUR







WEF Proposed Metrics based of Sustainable Development of Governance

Period
(All)



Principles of Governance

Board Composition

in % | 1 Variance
64.19% (-44.62)
AVG Independent

Board Composition

in % | 1 Variance
43.22% (-31.75)

Stakeholders Representation

in % | 1 Variance
39% (-28)
Actual - Target

Average Tenure Gov. body

in years | 1 Variance
309.42 (+102.78)
Actual - Target



Planet

Total GHG emissions

in tCO2e | 1 Variance
4,585,918 (-635,484)
Actual - Target

GHG Direct emissions

in tCO2e | 1 Variance
1,833,623 (-277,020)
Actual - Target

GHG Direct emissions

in tCO2e | 1 Variance
951,755 (-125,283)
Actual - Target

GHG Direct emissions

in tCO2e | 1 Variance
1,800,540 (-233,181)
Actual - Target



People

Pay Equality - Min. Groups

in % | 1 Variance
16.80 (+0.21)
Actual - Target

Pay Equality - Gender

in % | 1 Variance
16.27 (+0.00)
Actual - Target

Entry level vs min wage - Females

in % | 1 Variance
15.56 (+0.22)

Entry level vs min wage - Females

in % | 1 Variance
16.45 (+0.22)



Prosperity

Revenues

in mill€ | 1 Variance
2,643,037.35 (+538,628.66)

Dividends payments

in mill€ | 1 Variance
20,032.14 (+3,366.88)

Payments to government

in mill€ | 1 Variance
238,483.58 (+39,631.02)

Pay Equality - Min. Groups

in mill€ | 1 Variance
2,484.25 (+475.11)
Actual - Target



Ethical Behaviour

Members who have anti corrup. training

in % | 1 Variance
27.47 (+0.83)

Corruption incidents

in % | 1 Variance
315.33 (+109.08)
Fraud - Current year
(Actual - Target)

Corruption incidents

in % | 1 Variance
295.62 (+360.63)
Bribery - Current year
(Actual - Target)

Corruption incidents

in % | 1 Variance
335.04 (+115.04)
Other Corruption Practices - Current



Nature Loss

IUCN red list species

in # | 1 Variance
62,192 (-7,831)
Actual - Target

Total Land Protected (Ha)

in Ha | 1 Variance
380,016,054

Total Water Consumption (l)

in l | 1 Variance
191,079,646 (-21,466,972)



Health and Wellbeing

Average hours worked

in h | 1 Variance
35,374 (+1,440)
Actual - Target

% Illnes of total employees

in % | 1 Variance
29.06% (+1.50)

work related injuries

in # | 1 Variance
6,014 (+206)
Actual - Target

% Mental Illnes of total employees

in % | 1 Variance
88.43% (+2.55)



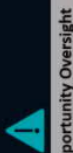
Innovation

R&D Expenses

in mill€ | 1 Variance
70,134.20 (+15,523.40)
Actual - Target

R&D Expenses on Total Revenues

in mill€ | 1 Variance
2.65% (+0.06)
Actual - Target



Opportunity Oversight

Total Data breaches

in % | 1 Variance
532.12 (+181.57)
Number of data breaches in reporting

Total Risk

Total Specific Company Risks

in EUR | 1 Variance
769 (+264)
Specific Company

Total Data



Water Availability

Total Water Withdraw (l)

in l | 1 Variance
246,979,366 (-29,135,906)

Total Water Discharge (l)

in l | 1 Variance
55,899,720

Water in stressed areas

in % | 1 Variance



Training for the future

Training Expenditure

in k€ by ... | 1 Variance
49.52 (+2.40)
Actual - Target

Training

Training - Females

in % | 1 Variance
565.98 (+30.43)
Actual - Target

Training -



Employment and social vitality

Corporate Income Taxes

in mill€ | 1 Variance
13,794.79 (+2,627.16)

Employer-

Property Taxes

in mill€ | 1 Variance
3,867.84 (+743.88)

Other Taxes



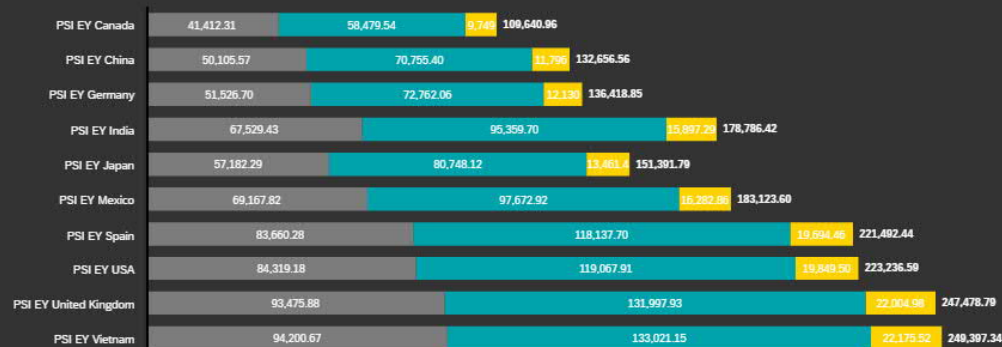


Planet - Climate change

Period (All)	Company (All)	Version	Region (All)
-----------------	------------------	---------	-----------------

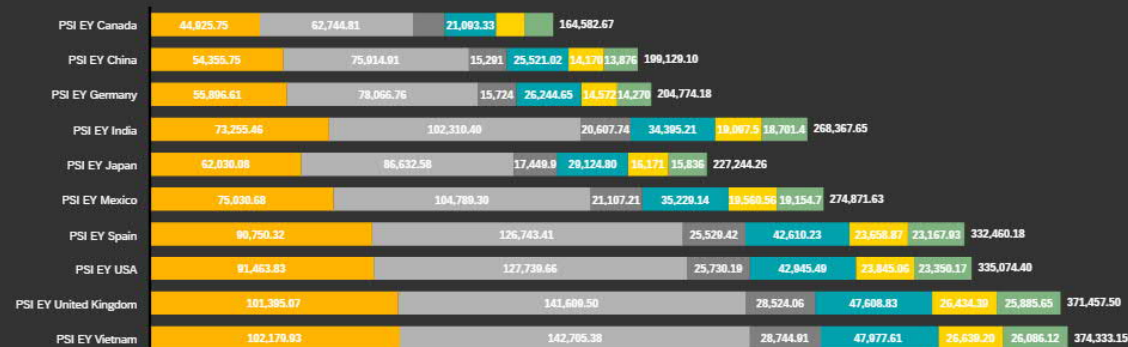
Green House Gas (GHG) - Direct emissions (tCO2e)

GHG includes carbon dioxide, methane, nitrous oxide, F - gases, ...)



Green House Gas (GHG) - Indirect emissions (tCO2e)

GHG includes carbon dioxide, methane, nitrous oxide, F - gases, ...)

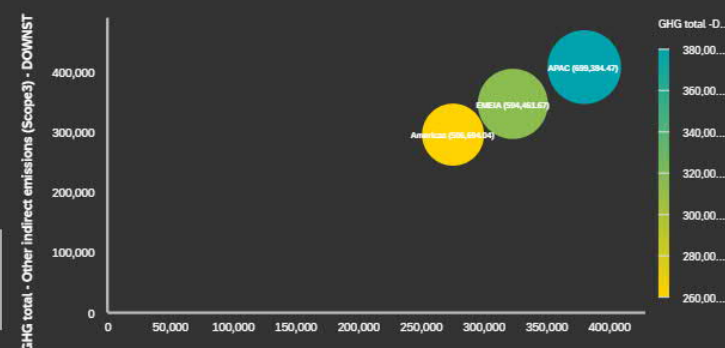


X Axis - Direct emissions

- GHG total - Direct emissions (Scope1) - FUGITIVE EMISSIONS
- GHG total - Direct emissions (Scope1) - PROCESSING AND TRANSPORTATION
- GHG total - Direct emissions (Scope1) - STATIONARY COMBUSTION

Green House Gas (GHG) - Comparison emissions by Region (tCO2e)

GHG includes carbon dioxide, methane, nitrous oxide, F - gases, ...)



Green House Gas (GHG) - Comparison emissions by Country (tCO2e)



Planet - Fresh Water Availability

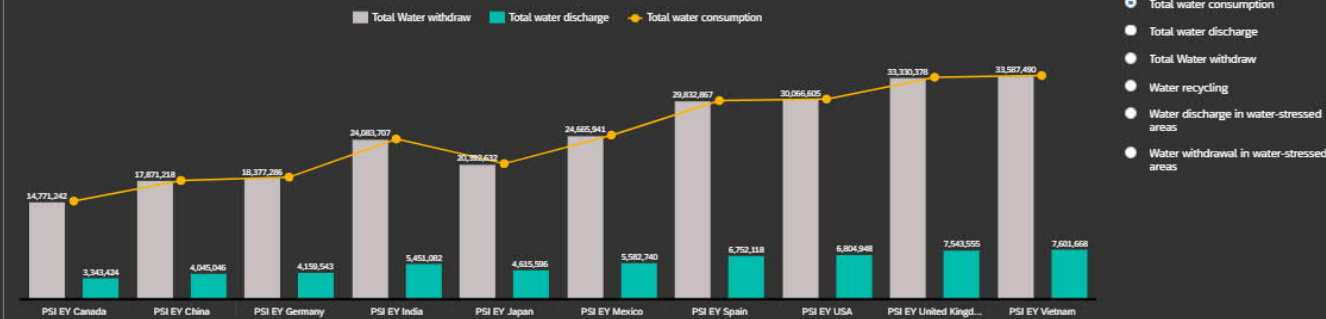
Period
(All)

Company
(All)

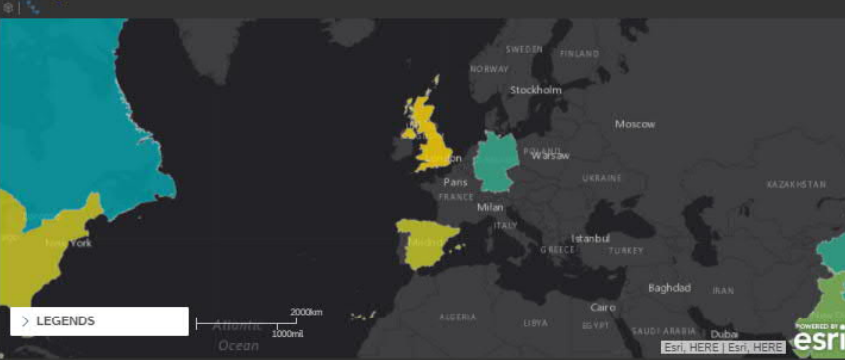
Version

Region
(All)

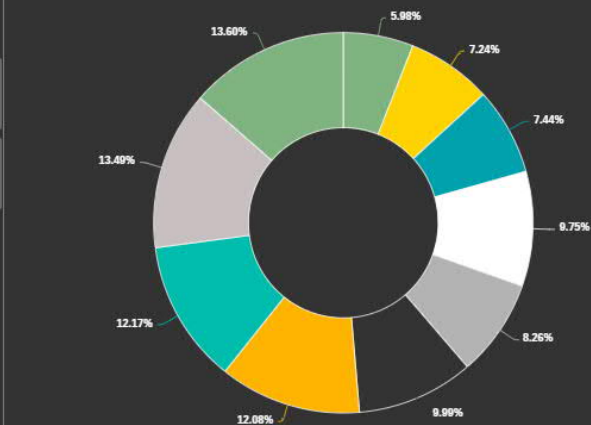
Water consumption - Global overview



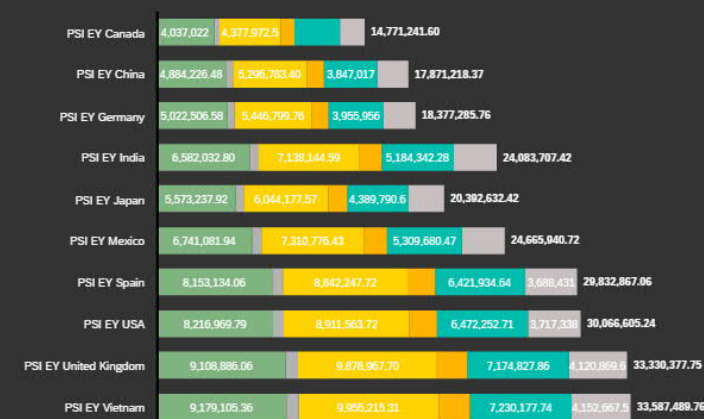
Geo map overview



Water recycling by Company (litres)



Water withdrawal by Company - Details



Water discharge by Company - Details



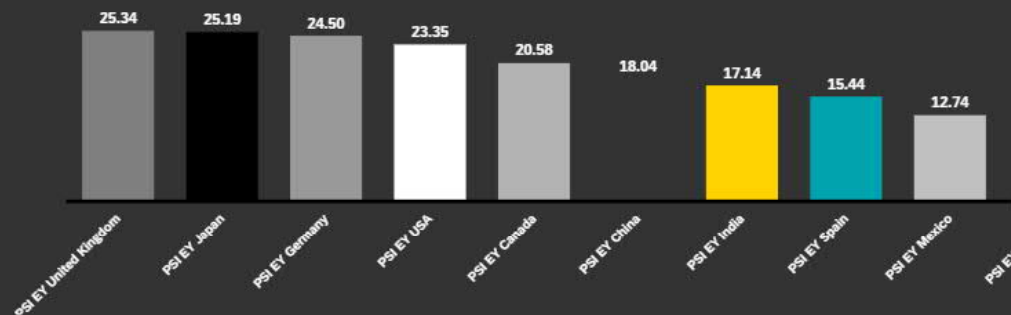


Principles of Governance - Ethical Behaviour

Period (1)	Company	Category	Region
2018	(All)	(All)	(All)

Anti-corruption

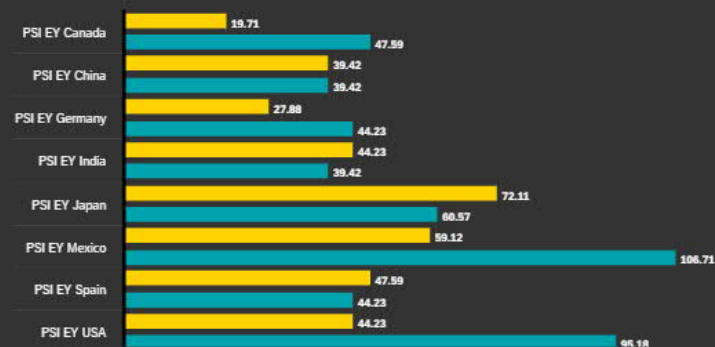
Total % of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures



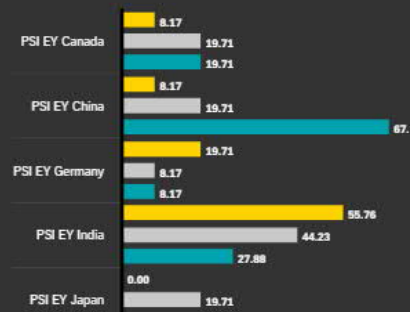
Protected ethics advice and reporting mechanisms

Advice about ethical and lawful behaviour and organizational integrity

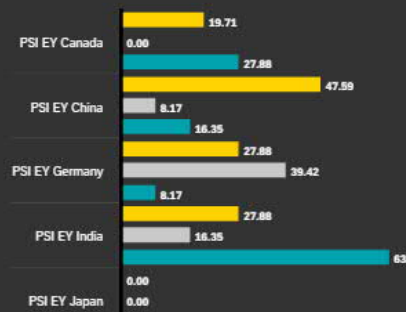
in EUR



Total number and nature of incidents of corruption confirmed in current year but related to previous years



Total number and nature of incidents of corruption confirmed in current year, related to this year





Planet - Emission Simulation

Building a better working world

Period
(All)

Assets/Plant
(All)

Category (1)
Actual

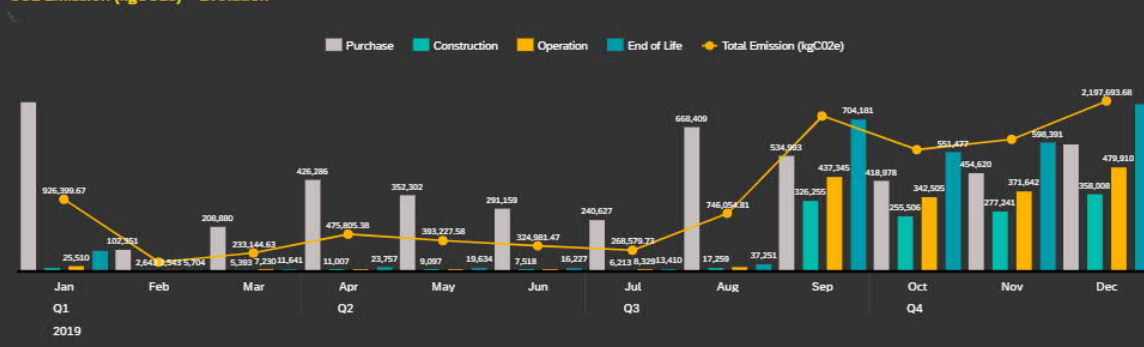
Asset Lifecycle - Purchase

Pipe material (joint) - HDPE 300 x 7									
Resource Value	2,334.87	5,432.54	5,363.94	5,363.94	4,363.55	2,888.76	55,024.16		
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
Pipe material (jointage, assumed operation) - HDPE 300 x 7									
Resource Value	15,589.03	6,475.32	2,860.86	5,961.84	5,752.49	4,734.41	2,409.27	82,844.12	
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
Sub-base - Integrated natural material type 3									
Resource Value	652,345.86	16,385.52	10,884.41	18,122.35	17,025.52	17,232.76	28,127.48	108,380.16	
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)

Asset Lifecycle - Construction

P - Pipe transport to site									
Resource Value	2.45	0.90	1.29	1.84	1.4				
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
Q - Pipe transport to site									
Resource Value	5,522.92	2,422.09	2,459.70	4,342.00	4,402.1				
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
P - Sub-base transport to site									
Resource Value	1.51	0.55	0.79	1.13	1.1				
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
Q - Sub-base transport to site									
Resource Value	2,252.44	820.83	2,186.90	1,695.57	1,342.1				
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
Sub-base - Integrated natural material type 3									
Resource Value	4,542.36	48,320.44	62,423.18						
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)

CO2 Emission (kgCO2e) - Evolution



Asset Lifecycle - Operation

P - Petrol consumption on other activities									
Resource Value	2.55	0.69	0.90	1.48					
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
Q - Petrol consumption on other activities									
Resource Value	2,284.20	1,250.45	1,788.30	2,351.15					
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
P - Diesel used on engine asset									
Resource Value	1.33	0.59	0.85	1.22					
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
Q - Diesel used on engine asset									
Resource Value	1,051.97	1,058.49	1,454.96	2,079.52					
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
P - Electricity for Asset daily work									
Resource Value	0.75	0.34	0.48	0.88					
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)

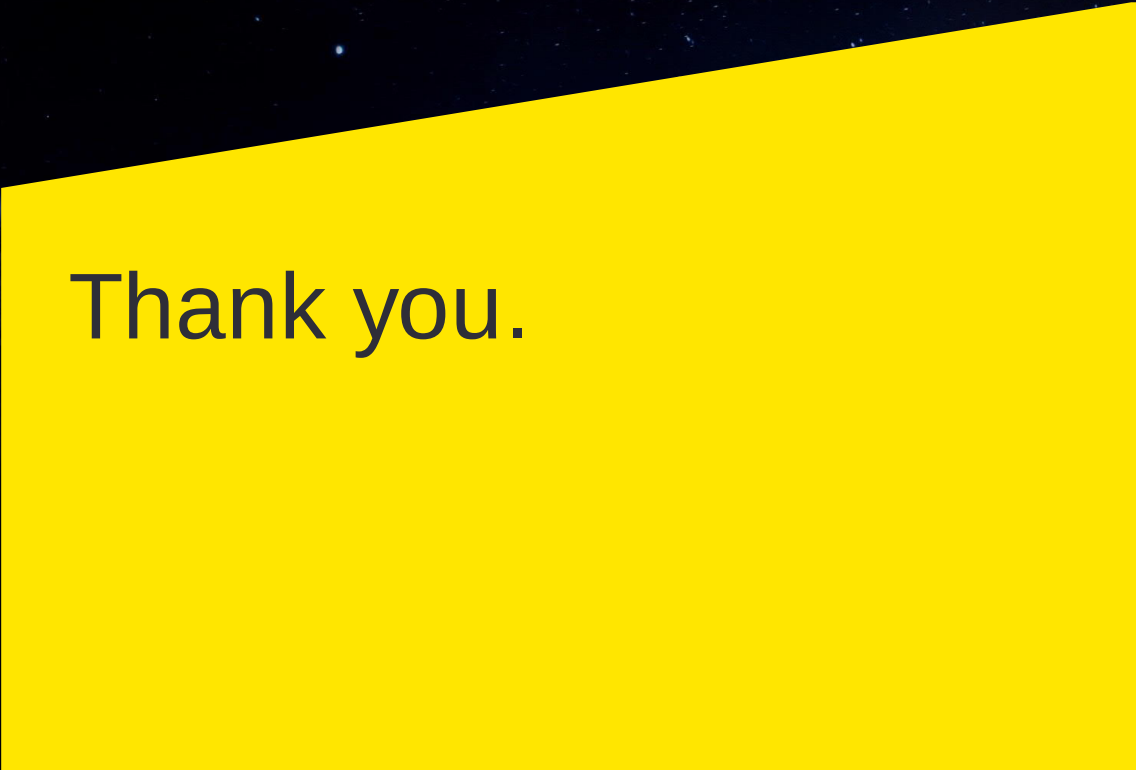
Asset Lifecycle - End of Life

P - Sub-base - from stockpile									
Resource Value	0.48	0.21	0.30	0.42	0.36	0.36			
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
Q - Sub-base - from stockpile									
Resource Value	1,761.80	571.89	164.84	1,371.30	1,245.52	1,133.23	1,030.0		
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
P - Estimated repair rates from temporary stockpile									
Resource Value	0.76	0.18	0.26	0.27	0.24	0.16			
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
Q - Estimated repair rates from temporary stockpile									
Resource Value	1,554.54	895.24	1,207.40	1,724.98	1,568.52	1,425.82	1,280.0		
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
P - Waste processing of sub-base from stock pile									
Resource Value	7.86	1.84	2.72	2.89	3.04	3.22	2.4		
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)
Q - Waste processing of sub-base from stock pile									
Resource Value	185,494.26	246,762.30							
Jan (12/2019)	Feb (01/2020)	Mar (02/2020)	Apr (03/2020)	May (04/2020)	Jun (05/2020)	Jul (06/2020)	Aug (07/2020)	Sep (08/2020)	Oct (09/2020)

CO2 Emissions (kgCO2e) - Detailed analysis by Assets

	Dam (electric generation)	Offshore Platform - Type C4	Offshore wind farm 2	Offshore wind farm2	Offshore wind farm 1	Pipe Line (Gas)	Wind Farm - Type A	Wind Farm 1	Wind Farm 2
> Purchase	—	42,634.83	—	—	7,765,434.60	6,869,085.13	70,076.97	5,882,905.00	—
> Construction	—	1,027.76	—	2,088,619.42	—	—	1,689.28	—	2,088,619.42
> Operation	1,667,408.01	1,494.40	4,205,871.65	—	—	556,861.76	2,456.28	—	—
> End of Life	—	8,873.13	—	—	—	18,032,095.19	14,584.37	—	—
> Total Emission (kgCO2e)	1,667,408.01	54,030.11	4,205,871.65	2,088,619.42	7,765,434.60	25,458,042.08	88,806.89	5,882,905.00	2,088,619.42





Thank you.

Your speaker today



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