

**ACCEPTANCE:**

The parties have shown their acceptance of the APPENDIX ICT additional documents below listed as part of the overall terms of the ICT Framework Agreement and Schedules (1-13) on document 1  
ICT Maersk - Services Agreement - ICT - Consolidated - Final 24.11.2021

- 2 ICT Commercial Pack - Maersk - Unilever International Control Tower - v8
- 3 ICT Savings Baseline Methodology\_Final
- 4 ICT SLA
- 5 ICT Transition Project Plan
- 6 ICT Transition Timeline

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6F21155A6E3A4AA...

For Unilever

David Ingram

Print Name: .....

CPO

Job Title: .....

Singapore

Place: .....

15 December 2021

Date: .....

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For the Supplier

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Job Title: Global Head of Logistics and Services, Maersk Global Head Lead Logistics Growth

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Place: .....

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Date: .....

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Tony Hotine

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Job Title: Global Head Lead Logistics Growth

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Place: .....

14 December 2021

Date: .....

## 2 ICT Commercial Pack - Maersk - Unilever International Control Tower - v8



2 ICT Commercial  
Pack - Maersk - Unilever

## 3 ICT Savings Baseline Methodology Final



3 ICT Savings  
Baseline Methodology

### Baseline Description

Baseline to be established in the following 4 methodologies below. Any baseline measured shall be used against actual volumes

- **Budgeted price:** Budget to be approved by Unilever
- **(new) Contracted price:** Price that is agreed in the contract / actual rate card
- **Last price paid/Historical Price:** Either the last price paid or average of last price paid over an agreed period, to be agreed in the governance process (eg average of price paid in the last 3 months)
- **Market benchmark:** Market benchmark price where methodology is reviewed and mutually agreed in the governance process

### Savings Description

Any savings measured will be based on actuals and calculated with the agreed baseline price described above, against actual volumes

- Savings tracked will be against actual savings achieved
- Cost savings is defined as the difference between new cost and old cost, multiplied by the volume. It should factor into the total cost of ownership for Unilever. Examples of savings calculations are illustrated below.
- Where any savings identified in additional levers not mentioned below, the calculation methodology and opportunity will be subject to approval in the governance process.
- Procurement savings will not be calculated towards the committed savings target unless Maersk has had an instrumental involvement into the process.
- P&L savings (vs cost avoidance) will be recognized towards Committed savings.
- The deck is not exhaustive and is subject to other savings levers and methodologies during the course of the contract, including but not limited to those applied from the ICT's reporting mechanisms
- The value commitment was agreed on the basis of assumptions and baseline discussions with Unilever during the Commercial workstream. In the event the baselines shift during the value-workshops, Maersk is allowed, upon mutual discussion and consent from Unilever, to revise the savings commitment

## Savings Levers - Triangulation

- **Lever Description:**
  - Any location with multiple inbound and outbound volumes has an opportunity to re-use the same container and thereby eliminating two legs of container haulage
  - A small business case is to be created for each opportunity, which is to be reviewed and subject to approval before implementation
- **Ex1 Savings calculation**
  - **Savings = (Baseline Price – Actual Price)\*(Volume)**
  - Baseline Price = Contracted drayage cost
  - Actual Price = Baseline Price + Incremental cost\*
  - Volume = Units shipped through triangulation or re-use

\*Incremental cost such as inspection of container, alignment with customs provider, lift-on/lift-off if applicable, and any additional cost due to change in process

## Savings Levers - Triangulation

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• <b>Sample Calculation – 1</b><br/>(Baseline price from primary LSP)</li> <li>• Baseline Price = \$100/container</li> <li>• Incremental Cost for Triangulation = \$25/container</li> <li>• Actual Cost for Triangulation = \$125/container<br/>(Baseline Price + Incremental Cost for Triangulation)</li> <li>• No. of Trips saved from Triangulation = 50</li> <li>• Gross Savings from Triangulation = \$5000<br/>(Baseline Price x No. of Trips saved from Triangulation)</li> <li>• Extra Spend from Triangulation = \$1250<br/>(Incremental Cost for Triangulation x No. of Trips saved from Triangulation)</li> <li>• Net Savings from Triangulation = \$3750 (\$5000 – \$1250)</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Sample Calculation – 2</b><br/>(Baseline goes up due to new primary rate, or use of secondary or spot LSP)</li> <li>• Baseline Price = \$125/container</li> <li>• Incremental Cost for Triangulation = \$25/container</li> <li>• Actual Cost for Triangulation = \$150/container<br/>(Baseline Price + Incremental Cost for Triangulation)</li> <li>• No. of Trips saved from Triangulation = 50</li> <li>• Gross Savings from Triangulation = \$6250<br/>(Baseline Price x No. of Trips saved from Triangulation)</li> <li>• Extra Spend from Triangulation = \$1250<br/>(Incremental Cost for Triangulation x No. of Trips saved from Triangulation)</li> <li>• Net Savings from Triangulation = \$5000 (\$6250 – \$1250)</li> </ul> |
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## Savings Levers – Air Freight

### Air Freight Model Switch

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• <b>Lever Description:</b> Finding alternate mode of transportation for every request for air freight           <ul style="list-style-type: none"> <li>• This lever is only valid if shipping by ocean/rail/road is a better alternative to shipping by air and customer requirements can be met</li> </ul> </li> <li>• <b>Savings calculation</b> <ul style="list-style-type: none"> <li>• <b>Savings = (Baseline Price – Actual Price)*(Actual Volume)</b></li> <li>• Baseline Price = Contracted/quoted total cost of shipping by air</li> <li>• Actual Price = Actual total cost of shipping by alternate route</li> <li>• Actual Volume = Total number of air request which has been shipped through ocean/rail/road</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• <b>Proportion of Air Freight Spend</b></li> <li>• <b>Lever Description:</b> Minimizing spend on Air Freight (compared to spend of total freight) through better planning and booking of shipments in Ocean Freight</li> <li>• <b>Savings Calculation</b> <ul style="list-style-type: none"> <li>• <b>Savings = (Baseline Air Volume)*(Baseline Price – Actual Price)</b></li> <li>• Baseline Air Volume = (Y-1 Air % Proportion – Y Air % Proportion)*(Y Volume)</li> <li>• Baseline Price = Contracted/quoted total cost of shipping by air</li> <li>• Actual Price = Actual total cost of shipping by alternate route</li> </ul> </li> </ul> |
|--|---|

Air Volume and/or mode conversion should be measured in Tons

## Savings Levers – Air Freight

### • Sample Calculation – 1

(Air Freight Model Switch)

- Baseline Price = Spend if the volume is transported by Air = \$5000
- Actual Price = Spend if the volume is transported on another mode = \$3000
- Savings = \$2000 (\$5000 - \$3000)

### • Sample Calculation – 2

(Air Freight Model Switch)

- Baseline Price = Spend if the volume is transported by Air = \$5/ton
- Actual Price = Spend if the volume is transported on another mode = \$3/ton
- Actual Volume = 1000 Tons
- Savings = \$2000  $((\$5 - \$3) \times 1000 \text{ tons})$

### • Sample Calculation – 3

(Proportion of Air Freight Spend)

- Baseline airfreight price = \$3/kg
- Air volume converted = 20 tons = 20,000 kg
- Actual price = \$2700/ FFE (incl THCs etc)
- Sea volume = 1 FFE (assuming 1 ton = 2.8 cbm, 55 cbm in a FFE)
- Savings =  $(3 \times 20000) - (2700 \times 1) = \$57,300$

## Savings Levers – Contract Compliance (spot reduction)

### • Lever Description:

- Spot buy: Reduce number of spot buy shipments through utilizing Unilever contracts, provided contract price is lower than spot rate

### • Savings calculation

- **Savings = (Baseline Price – Actual Price)\*(Actual Volume)**
- Baseline Price = Current spot price in the market
  - In case of 100% compliance, teams will align on mutual savings methodology
- Actual Price = Contracted price
- Actual Volume =  $(Y-1\% \text{ Spot Rate} - \% \text{ Spot Rate}) \times \text{Actual total volume}$

#### EXAMPLE

UL's Contract price = \$1,000

Average Spot rate past month = \$1,500

Feb 2021 Spot % = 50%

Feb 2022 Spot % = 30%

Actual volume in Feb 2022 (measured in Mar 2022) = 1,000

- Number of spots avoided =  $20\% \times 1,000$

Savings =  $(\$500) \times (200) = \$100,000$

## Savings Levers – Demurrage & Detention

### • Lever Description:

- Reduction of total D&D spend through better management of logistics coordination and planning influenced by Maersk
- Number of D&D days reduced compared to the baseline

### • Savings calculation

- Savings =  $(Y2 \text{ D\&D days} - Y1 \text{ D\&D days}) \times (Y2 \text{ per diem cost})$

4 ICT SLA



4%20ICT%20SLA.xlsx

Introduction

Exhibit 2

Attachment 2.B

Service Level Matrix

1. INTRODUCTION.

In accordance with Section 4 (SERVICE LEVELS AND REMEDIES) of Exhibit 2 (SERVICES, SERVICE LEVELS, REPORTING AND GOVERNANCE), this Attachment 2.B (Service Level Matrix) sets forth the Service Level Expected and Minimum Targets associated with Critical Service Levels, Operation Services Levels and Monitored KPIs.

2. TABLE COLUMN HEADINGS.

For Critical Service Levels and Operational Service Levels:

- The **Service Level Name** column identifies the Critical Service Level, which is described more fully in Attachment 2.B (Service Level Definitions).
- The **Expected Service Level Target** column indicates the Expected Service Level Target for each Service Level (generally expressed as a percentage to two (2) decimal places, such as 98.45%).
- The **Minimum Service Level Target** column indicates the Minimum Service Level Target for each Service Level (generally expressed as a percentage to two (2) decimal places, such as 96.75%).
- The **Measurement Period** column indicates the measurement period for the specific Service Level (e.g., monthly, weekly, etc.).
- The **At-Risk Percentage per SLA** column indicates the percentage of the At-Risk Fees percentage that would be used in the calculation of a Service Level Credit if a Service Level Default occurs for each Critical Service Level or Operational Service Level.
- The **Monthly Variable Fees** is the Monthly Volume multiplied by the Unified Unit Price, used as a base to calculate the Performance Credit and the Performance Incentive.
- The **Performance Credit & Performance Incentive applicable** column indicates if the Service Level is subject or not to the Performance Credits and Performance Incentives.
- The **Service Level Effective Date** column indicates the date on which Performance Credits, if applicable, apply.

For Monitored KPIs :

- The **Monitored KPIs Name** column identifies the itored KPIs , which is described more fully in Attachment X.X (Service Level Definitions).
- The **Measurement Period** column indicates the Measurement Period for the specific Service Level (e.g., monthly, weekly, etc.).
- The **Service Level Effective Date** column indicates the date on which the Service Level becomes subject to measurement.

Critical SLAs FINAL

Critical Service Levels

Ref #	Service Level Name	Definition	Expected Service Level Target:	Minimum Service Level Target:	Measureme nt Period	Service Level Effective Date	Performance Credit & Performance Incentive applicable	Formula	Nominator	Denominator
CM-01	Ocean Carrier Booking: Contract Compliance %	Number of containers booked with Primary carrier as per contract / Total number of containers booked x 100	Y1 - 70% Y2 - 75% Y3 - 90% Y4 - 90%	Y1 - 65% Y2 - 70% Y3 - 85% Y4 - 85%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Yes	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Data extracted 2nd week of the following month for full month data set. Start of measurement ATD from previous month (ATD 1st oct- 31st oct)	The total number of containers booked with Primary carriers during the Measurement Period	The total number of containers booked during the Measurement Period
CM-02	Event Management: Milestone Completion (Ocean)	Number of milestones available in 4PL system / Total Number of milestones expected x 100	Y1 - 98% Y2 - 98% Y3 - 98% Y4 - 98%	Y1 - 95% Y2 - 98% Y3 - 98% Y4 - 98%	Monthly	Tracking begins: Post EDI connection setup with 3PL Penalty applicability beings as follow: Phase 1A: Go-Live + 1 months Remaining Phases: Go-live	No	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Data extracted 2nd week of the following month for full month data set Start pick up date from month until end of measuring month	See second "Milestones" for specific milestones calculations. Based on the expected date, system will flag milestone missing based on today is equal or greater than expected date. For example, actual milestone date is greater than expected date	
CM-03	Event Management: Milestone Completion (Air)	Number of milestones available in 4PL system / Total Number of milestones expected x 100	Y1 - 98% Y2 - 98% Y3 - 98% Y4 - 98%	Y1 - 95% Y2 - 98% Y3 - 98% Y4 - 98%	Monthly	Tracking begins: Post EDI connection setup with 3PL Penalty applicability beings as follow: Phase 1A: Go-Live + 1 months Remaining Phases: Go-live	No	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator Data extracted 2nd week of the following month for full month data set Start pick up date from month until end of measuring month	Milestones available in system (similar logic as above)	Total number of air bookings with expected milestones during measurement period
CM-04	Technology: System uptime	Percentage of time when the system was available for use during the scheduled uptime	100.00%	99.98%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	No	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  System will be able to pull a report on system uptime.	Number of hours of system uptime	Number of hours in the measurement period
CM-05	Ticket resolution: Average Ticket resolution time (TAT)	Number of tickets resolved under : _ Spot tickets : air resolved under 24h and for others under 72h _ For non spot related tickets : 24h (excluding week end and public holidays)	Y1 - 98% Y2 - 98% Y3 - 98% Y4 - 98%	Y1 - 98% Y2 - 98% Y3 - 98% Y4 - 98%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Yes	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator	Number of tickets closed in 24 hour during working days	Total number of tickets created during measurement period
CM-06	Demurrage & Detention: Containers under D&D	Number of containers that suffered D&D beyond free time (origin + destination) / Total number of containers shipped	10.00%	10.00%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Yes	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  ATD and ATA measuring source	Number of containers incurring D&D per origin & arrival	Total number of containers arrived at destination ?
CM-07	Demurrage & Detention: Average D&D days	Average D&D days beyond free time (origin + destination) for the containers that suffered D&D	5	5	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Yes	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator ATD and ATA measuring source	TOTAL number of days in D&D	Total number of containers that had D&D

## Operational SLAs FINAL

Minimum Service Level Target:	Measurement Period	Service Level Effective Date	Performance Credit & Performance Incentive applicable	Formula	Nominator	Denominator
90% within 1 working day, 95% within 2 working days	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	No	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measurement period based on ATD of measuring month	Booking confirmations sent within (1 working day / 2 working days)	Total number of booking requests received during the period
95% within 4 working days	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	No	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measurement period based on ATD of measuring month	Booking confirmations sent within 4 working days	Total number of booking requests received during the period
98%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	No	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measurement period based on ATD of measuring month	Number of booking confirmations sent to origin within 24 hours after booking request was done	Number of booking requests during the measurement period
95%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Yes	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measured per carrier allocation based on ATD of measuring month	# of shipments booked on allocated carrier	# of shipments booked during measurement month
Y1 - 95% Y2,3,4 - 98%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	No	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measurement period based on ATD of measuring month	Number of BOLs released to origin within 1 working day after vessel departure	Total number of BOLs
Y1 - 90% Y2 - 95% Y3 - 98% Y4 - 98%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Yes	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator	Number of correct BOLs available at destination with complete and correct sets of documents, within 72 hours	Total number of BOLs released at destinations
90%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	No	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Proposed as spot buy process outside of neonav. Measurement start from spot request raised in measuring month & closed	# of emergency orders acknowledged within 1 hour of receipt	Total number of emergency orders
90%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	No	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Proposed as spot buy process outside of neonav. Measurement start from spot request raised in measuring month & closed	# of resolutions closed within 8 hour of receipt	# numbers of requests during the measurement period
98%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	No	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Proposed as ticketing system will be separate system outside neonav. Measurement start from ticket raised in measuring month & closed	# of responses within 1h working hour	# of inquires
95%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	No	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Billing measurement based on pick up month	# of correct invoices (timing, dates, values etc.) per month	the total # of invoices per month
98%	Weekly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Yes	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator	Number of actual shipments dispatched as per required	Number of shipment (container) that must be dispatched in a certain week given the committed bookings for UL
95%	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	No	Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measurement based on ATA of measuring month	# of shipments arrived as per requested arrival time	Total number of shipments arrival

Monitored KPIs

Monitoring Service Levels							
Ref #	Critical Measurement Name	Definition	Measurement Period	Service Level Effective Date	Formula	Nominator	Denominator
MM-01	ETA Accuracy	Number of containers that arrived within +/-2 days of last ETA update / Total Number of containers arrived x 100	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measuring month as per ATA	Number of containers that arrived within +/-2 days of last ETA update	Total Number of containers arrived x 100
MM-02	Tenure time	Average Maersk employee tenure time. Formula: Total # of Maersk employees that worked on UL account (1800 hours at minimum) * Number of years experience with Maersk / total number of employees on UL Account (1800 hours min)	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measuring from beginning of year until end of year	Total # of Maersk employees that worked on UL account	Number of years experience with Maersk / total number of employees on UL Account (1800 hours min)
MM-03	Attrition	- Reasons due to resignation, exits, performance issues etc (mainly involuntary). - Due to internal career progression/ growth (mainly voluntary, and with a 1-2 yr planned visibility)	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measuring from beginning of year until end of year	- Reasons due to resignation, exits, performance issues etc (mainly involuntary). - Due to internal career progression/ growth (mainly voluntary, and with a 1-2 yr planned visibility)	Total number of employees on UL account
MM-04	Event Management: Milestone Latency	Average time elapsed between milestone event occurrence vs. milestone receipt in 4PL portal within <12 hours	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measurement based on specific milestone origin (Pick up/ATD) destination (ATA/Final delivery)	Original milestone received date	Milestone updated date
MM-05	Connectivity	% of # suppliers connected into NeoNav out of the total suppliers used at UL	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator	# of suppliers connected on NeoNav	Total number of suppliers from UL
MM-06	Deviation: Average deviation between estimate and arrival time	Average time between estimated and arrival time measured in hours	Monthly	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measurement based on ATA of actual month	ATA-ETA	# of shipments arrival
MM-07	Diversity & Inclusion: Gender Balance	Full time assigned employees of which at least 45% are women	Annually	Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months	Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator  Measuring from beginning of year until end of year	# of employees which are women	Total number of employees on UL account

Milestones

SLA	Origin/destination	Milestones	Measurement	Comments
CM- 02	Origin	Empty container dispatch	If planned date is x days before today and actual pick up is missing then milestone is missing	Do we include planned empty container dispatch pick up in Neonav?
	Origin	Receipt at port	If planned date is x days before today and actual receipt is missing then milestone is missing	
	Origin	Vessel load origin	If ETA is x calendar days before today and ATD is blank then ATD is missing	
	Origin	Container arrive at transshipment port	If ETA is x calendar days before today and ATA is blank then ATA is missing	
	Origin	Container depart transshipment port	If ETD is x calendar days before today and ATD is blank then ATD is missing	Do we include planned empty container return pick up in Neonav?
	Origin	Vessel depart origin	If ETD is x calendar days before today and ATD is blank then ATD is missing	
	Destination	Vessel arrive destination	If ETA is x calendar days before today and ATA is blank then ATA is missing	
	Destination	Container gated out at destination	If planned gate out is x days before today and actual gate out is missing then milestone is missing	
	Destination	Container delivered	If estimated arrival is x days before today and actual arrive is blank then milestone missing	
	Destination	Empty return	If planned return is x days before today then actual empty return is missing	

Example		
Expected date	Today	Missing
07-Oct	08-Oct	Yes
09-Oct	08-Oct	-



SERVICE LEVEL DEFINITIONS

CM-01
Ocean Carrier Booking: Contract Compliance %
Description
Number of containers booked with Primary carrier as per contract / Total number of containers booked x 100
Target
Y1 - 65%
Y2 - 70%
Y3 - 85%
Y4 - 85%
Measurement Frequency
Monthly
Service Level Effective Date
Phase 1A: Go-Live + 6 months
Remaining Phases: Go-live + 4 months
Performance Credit & Performance Incentive applicable
Yes
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Data extracted 2nd week of the following month for full month data set. Start of measurement ATD from previous month (ATD 1st oct-31st oct)
Nominator
The total number of containers booked with Primary carriers during the Measurement Period
Denominator
The total number of containers booked during the Measurement Period

CM-02
Event Management: Milestone Completion (Ocean)
Description
Number of milestones available in 4PL system / Total Number of milestones expected x 100
Target
Y1 - 95%
Y2 - 98%
Y3 - 98%
Y4 - 98%
Measurement Frequency
Monthly
Service Level Effective Date
Tracking begins: Post EDI connection setup with 3PL Penalty applicability beings as follow: Phase 1A: Go-Live + 1 months Remaining Phases: Go-live
Performance Credit & Performance Incentive applicable
No
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Data extracted 2nd week of the following month for full month data set Start pick up date from month until end of measuring month
Nominator
See second "Milestones" for specific milestones calcuations. Based on the expected date, system will flag milestone missing based on today is equal or greater than expected date. For example, actual milestone date is greater than expected date
Denominator
0

CM-03
Event Management: Milestone Completion (Air)
Description
Number of milestones available in 4PL system / Total Number of milestones expected x 100
Target
Y1 - 95%
Y2 - 98%
Y3 - 98%
Y4 - 98%
Measurement Frequency
Monthly
Service Level Effective Date
Tracking begins: Post EDI connection setup with 3PL Penalty applicability beings as follow: Phase 1A: Go-Live + 1 months Remaining Phases: Go-live
Performance Credit & Performance Incentive applicable
No
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Data extracted 2nd week of the following month for full month data set Start pick up date from month until end of measuring month
Nominator
Milestones available in system (similar logic as above)
Denominator
Total number of air bookings with expected milestones during measurement period

CM-04
Technology: System uptime
Description
Percentage of time when the system was available for use during the scheduled uptime
Target
0.9998
Measurement Frequency
Monthly
Service Level Effective Date
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
Performance Credit & Performance Incentive applicable
No
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
System will be able to pull a report on system uptime.
Nominator
Number of hours of system uptime
Denominator
Number of hours in the measurement period

OM-01
Ocean Carrier Booking: On-time Booking Confirmation % (Non-Dangerous Goods)
Description
Booking confirmations sent within (1 working day / 2 working days) / Booking requests received from the origin x 100
Target
90% within 1 working day, 95% within 2 working days
Measurement Frequency
Monthly
Service Level Effective Date
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
Performance Credit & Performance Incentive applicable
No
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measurement period based on ATD of measuring month
Nominator
Booking confirmations sent within (1 working day / 2 working days)
Denominator
Total number of booking requests received during the period

OM-02
Ocean Carrier Booking: On-time Booking Confirmation % (Dangerous Goods)
Description
Booking confirmations sent within 4 working day / Booking requests received from the origin x 100
Target
95% within 4 working days
Measurement Frequency
Monthly
Service Level Effective Date
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
Performance Credit & Performance Incentive applicable
No
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measurement period based on ATD of measuring month
Nominator
Booking confirmations sent within 4 working days
Denominator
Total number of booking requests received during the period

OM-03
Ocean Carrier Booking: Average Booking Confirmation Time (Non-Dangerous Goods)
Description
Percentage of (Time when booking confirmation sent to origin - Time when booking request received from origin) manged under 24 hours.
Target
98%
Measurement Frequency
Monthly
Service Level Effective Date
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
Performance Credit & Performance Incentive applicable
No
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measurement period based on ATD of measuring month
Nominator
Number of booking confirmations sent to originin 24 hours after booking request was done
Denominator
Number of booking requests during the measurement period

OM-04
Carrier Allocation Adherence: Allocation Compliance
Description
Allocation compliance defined by procurement, meaning utilization of the right supplier at the right contracted costs
Target
95%
Measurement Frequency
Monthly
Service Level Effective Date
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
Performance Credit & Performance Incentive applicable
Yes
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measured per carrier allocation based on ATD of measuring month
Nominator
# of shipments booked on allocated carrier
Denominator
# of shipments booked during measurement month

MM-01
ETA Accuracy
Description
Number of containers that arrived within +/-2 days of last ETA update / Total Number of containers arrived x 100
Target
Monitored only
Measurement Frequency
Monthly
Service Level Effective Date
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
Performance Credit & Performance Incentive applicable
No
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measuring month as per ATA
Nominator
Number of containers that arrived within +/-2 days of last ETA update
Denominator
Total Number of containers arrived x 100

MM-02
Tenure time
Description
Average Maersk employee tenure time. Formula: Total # of Maersk employees that worked on UL account (1800 hours at minimum) * Number of years experience with Maersk / total number of employees on UL Account (1800 hours min)
Target
Monitored only
Measurement Frequency
Monthly
Service Level Effective Date
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
Performance Credit & Performance Incentive applicable
No
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measuring from beginning of year until end of year
Nominator
Total # of Maersk employees that worked on UL account
Denominator
Number of years experience with Maersk / total number of employees on UL Account

MM-03
Attrition
Description
- Reasons due to resignation, exits, performance issues etc (mainly involuntary). - Due to internal career progression/ growth (mainly voluntary, and with a 1-2 yr planned visibility)
Target
Monitored only
Measurement Frequency
Monthly
Service Level Effective Date
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
Performance Credit & Performance Incentive applicable
No
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measuring from beginning of year until end of year
Nominator
- Reasons due to resignation, exits, performance issues etc (mainly involuntary). - Due to internal career progression/ growth (mainly voluntary, and with a 1-2 yr planned visibility)
Denominator
Total number of employees on UL account

MM-04
Event Management: Milestone Latency
Description
Average time elapsed between milestone event occurrence vs. milestone receipt in 4PL portal within <12 hours
Target
Monitored only
Measurement Frequency
Monthly
Service Level Effective Date
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
Performance Credit & Performance Incentive applicable
No
Formula
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measurement based on specific milestone origin (Pick up/ATD) destination (ATA/Final delivery)
Nominator
Original milestone received date
Denominator
Milestone updated date

<b>CM-05</b>
<b>Ticket resolution: Average Ticket resolution time (TAT)</b>
<b>Description</b>
Number of tickets resolved under : _ Spot tickets : air resolved under 24h and for others under 72h _ For non spot related tickets : 24h (excluding week end and public holidays)
<b>Target</b>
Y1 - 98% Y2 - 98% Y3 - 98% Y4 - 98%
<b>Measurement Frequency</b>
Monthly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
Yes
<b>Formula</b>
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
<b>Nominator</b>
Number of tickets closed in 24 hour during working days
<b>Denominator</b>
Total number of tickets created during measurement period

<b>CM-06</b>
<b>Demurrage &amp; Detention: Containers under D&amp;D</b>
<b>Description</b>
Number of containers that suffered D&D beyond free time (origin + destination) / Total number of containers shipped
<b>Target</b>
0.1
<b>Measurement Frequency</b>
Monthly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
Yes
<b>Formula</b>
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
ATD and ATA measuring source
<b>Nominator</b>
Number of containers incurring D&D per origin & arrival
<b>Denominator</b>
Total number of containers arrived at destination ?

<b>CM-07</b>
<b>Demurrage &amp; Detention: Average D&amp;D days</b>
<b>Description</b>
Average D&D days beyond free time (origin + destination) for the containers that suffered D&D
<b>Target</b>
5
<b>Measurement Frequency</b>
Monthly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
Yes
<b>Formula</b>
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator ATD and ATA measuring source
<b>Nominator</b>
TOTAL number of days in D&D
<b>Denominator</b>
Total number of containers that had D&D

<b>OM-05</b>
<b>Document Management: On-time BOL Release</b>
<b>Description</b>
Number of BOLs released to origin within 1 working day after vessel departure / Total number of BOLs
<b>Target</b>
Y1 - 95% Y2,3,4 - 98%
<b>Measurement Frequency</b>
Monthly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
No
<b>Formula</b>
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measurement period based on ATD of measuring month
<b>Nominator</b>
Number of BOLs released to origin within 1 working day after vessel departure
<b>Denominator</b>
Total number of BOLs

<b>OM-06</b>
<b>Document Management: Document OTIF%</b>
<b>Description</b>
BOLs with accurate, complete electronic documents released to destination within 72 hours of vessel departure / Total number of BOLs x 100
<b>Target</b>
Y1 - 90% Y2 - 95% Y3 - 98% Y4 - 98%
<b>Measurement Frequency</b>
Monthly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
Yes
<b>Formula</b>
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measurement based on ATA of actual month
<b>Nominator</b>
Number of correct BOLs available at destination with complete and correct sets of documents, within 72 hours
<b>Denominator</b>
Total number of BOLs released at destinations

<b>OM-08</b>
<b>Spot Buy: Emergency Order</b>
<b>Description</b>
Resolution identified and corrective actions agreed upon by both parties <8h
<b>Target</b>
90%
<b>Measurement Frequency</b>
Monthly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
No
<b>Formula</b>
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Proposed as spot buy process outside of neonav. Measurement start from spot request raised in measuring month & closed
<b>Nominator</b>
# of resolutions closed within 8 hour of receipt
<b>Denominator</b>
# numbers of requests during the measurement period

<b>MM-05</b>
<b>Connectivity</b>
<b>Description</b>
% of # suppliers connected into NeoNav out of the total suppliers used at UL
<b>Target</b>
Monitored only
<b>Measurement Frequency</b>
Monthly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
No
<b>Formula</b>
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
<b>Nominator</b>
# of suppliers connected on NeoNav
<b>Denominator</b>
Total number of suppliers from UL

<b>MM-06</b>
<b>Deviation: Average deviation between estimate and arrival time</b>
<b>Description</b>
Average time between estimated and arrival time measured in hours
<b>Target</b>
Monitored only
<b>Measurement Frequency</b>
Monthly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
No
<b>Formula</b>
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measurement based on ATA of actual month
<b>Nominator</b>
ATA-ETA
<b>Denominator</b>
# of shipments arrival

<b>MM-07</b>
<b>Diversity &amp; Inclusion: Gender Balance</b>
<b>Description</b>
Full time assigned employees of which at least 45% are women
<b>Target</b>
Monitored only
<b>Measurement Frequency</b>
Annually
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
No
<b>Formula</b>
Service Level shall be calculated as: [A / B], expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measuring from beginning of year until end of year
<b>Nominator</b>
# of employees which are women
<b>Denominator</b>
Total number of employees on UL account

<b>OM-09</b>
<b>Ticket Resolution: First response time</b>
<b>Description</b>
# of responses within 1h working hour / # of inquiries
<b>Target</b>
98%
<b>Measurement Frequency</b>
Monthly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months
Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
No
<b>Formula</b>
Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Proposed as ticketing system will be separate system outside neonav. Measurement start from ticket raised in measuring month & closed
<b>Nominator</b>
# of responses within 1h working hour
<b>Denominator</b>
# of inquiries
<b>OM-10</b>
<b>Billing Accuracy: Local Billing Accuracy</b>
<b>Description</b>
# of correct invoices (timing, dates, values etc.) per month / the total # of invoices per month
<b>Target</b>
95%
<b>Measurement Frequency</b>
Monthly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months
Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
No
<b>Formula</b>
Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Billing measurement based on pick up month
<b>Nominator</b>
# of correct invoices (timing, dates, values etc.) per month
<b>Denominator</b>
the total # of invoices per month
<b>OM-11</b>
<b>Ocean Carrier Booking: Weekly order compliance</b>
<b>Description</b>
Number of shipment (container) that must be dispatched in a certain week given the committed bookings for UL
<b>Target</b>
98%
<b>Measurement Frequency</b>
Weekly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months
Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
Yes
<b>Formula</b>
Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
<b>Nominator</b>
Number of actual shipments dispatched as per required
<b>Denominator</b>
Number of shipment (container) that must be dispatched in a certain week given the committed bookings for UL
<b>OM-12</b>
<b>Shipment Arrival: On-time Shipment arrival</b>
<b>Description</b>
# of shipment (container) arrived on time in relation to committed date
<b>Target</b>
95%
<b>Measurement Frequency</b>
Monthly
<b>Service Level Effective Date</b>
Phase 1A: Go-Live + 6 months
Remaining Phases: Go-live + 4 months
<b>Performance Credit &amp; Performance Incentive applicable</b>
No
<b>Formula</b>
Service Level shall be calculated as: $[A / B]$ , expressed as a percentage to two decimal places, where: A = The Nominator B = The Denominator
Measurement based on ATA of measuring month
<b>Nominator</b>
# of shipments arrived as per requested arrival time
<b>Denominator</b>
Total number of shipments arrival

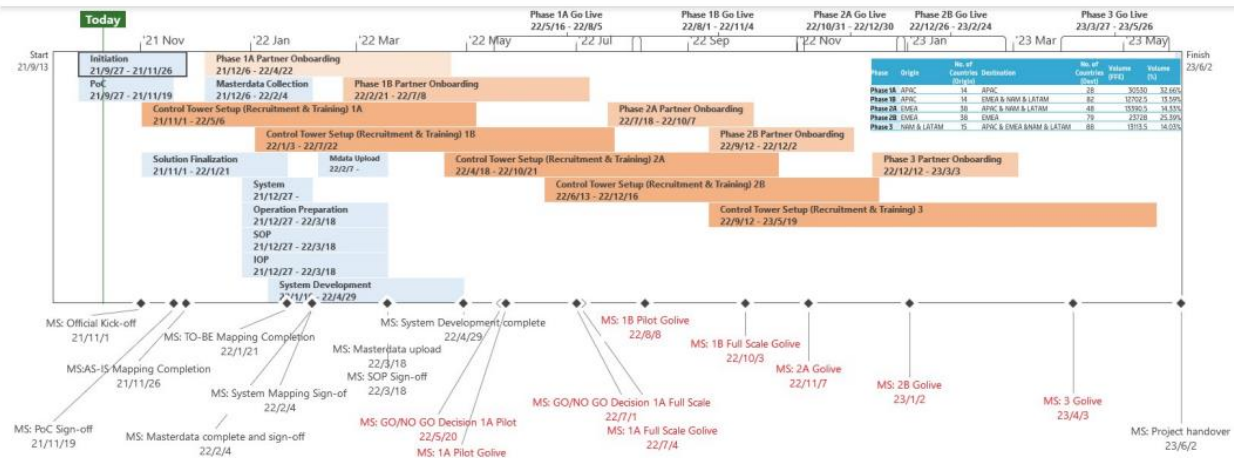
5 ICT Transition Project Plan



5 ICT Transition  
Project Plan.pdf



ICT Project Timeline



## ICT Project Timeline – Cont'd

Key Milestones	
Official Kick-off	Nov'21
PoC Sign-off	Nov'21
AS-IS Mapping Sign-off	Nov'21
TO-BE Mapping Sign-off	Jan'22
SOP Sign-off	Mar'22
Masterdata Upload	Mar'22
System Development	Apr'22
Go/No Go decision 1A Pilot	May'22
Phase 1A Pilot Golve and Hypercare	May'22-Jul'22
Phase 1A Full Golve and Hypercare	Jun'22-Aug'22
Phase 1B Pilot Golve and Hypercare	Aug'22-Sep'22
Phase 1B Full Golve and Hypercare	Sep'22-Nov'22
Phase 2A Golve and Hypercare	Oct'22-Dec'22
Phase 2B Golve and Hypercare	Dec'22-Feb'23
Phase 3 Golve and Hypercare	Mar'23-May'23

- 20-month implementation lead-time due to Unilever's requests on:
  - Phase 1A & 2B go live split into pilot go-live and non-pilot go-live semi-phases
  - Avoiding go-live during quarter end month
- Project official kick-off on Nov.1<sup>st</sup>, a two-month delay against the original proposal
- China will be the pilot country to go live in both 1A & 1B

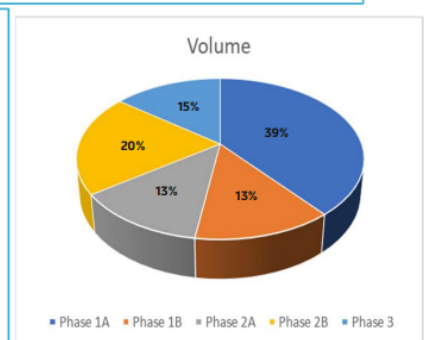


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## Volume Indication – Overall vs by phase (export driven)

		Destination Cluster								Grand Total
		Africa	Europe	Latin America	NAMETRUB	North America	North Asia	SEAA	South Asia	
Origin Cluster	Africa	524	907	68	1,895	186	77	288	1,121	5,064
	Europe	1,107	19	1,588	2,888	1,214	1,153	3,832	396	12,195
	Latin America	7	365	6,002	62	236	6	93	3	6,772
	NAMETRUB	1,074	466	106	10,201	744	197	450	484	13,719
	North America	212	551	2,321	891		610	1,988	219	6,791
	North Asia	928	426	554	586	193	2,742	3,442	1,097	9,966
	SEAA	1,344	1,416	475	2,361	883	2,425	21,387	2,593	32,883
	South Asia	181	798	93	1,180	922	289	1,337	1,276	6,075
Grand Total		5,375	4,947	11,205	20,063	4,377	7,497	32,815	7,187	93,465

1A						1B					
Row Labels	North Asia	SEAA	South Asia	Grand Total		Row Labels	Africa	Europe	Latin America	NAMETRUB	North America
North Asia	2,742	3,442	1,097	7,280		North Asia	928	426	554	586	193
SEAA	2,425	21,387	2,593	26,404		SEAA	1,344	1,416	475	2,361	883
South Asia	289	1,337	1,276	2,902		South Asia	181	798	93	1,180	922
Grand Total	5,455	26,165	4,966	36,585		Grand Total	2,453	2,640	1,122	4,127	1,998
2A						2B					
Row Labels	Latin America	North America	North Asia	SEAA	South Asia	Grand Total	Row Labels	Africa	Europe	NAMETRUB	Grand Total
Africa	68	186	77	288	1,121	1,738	Africa	524	907	1,895	3,326
Europe	1,588	1,214	1,153	3,832	396	8,182	Europe	1,107	19	2,888	4,013
NAMETRUB	106	744	197	450	484	1,980	NAMETRUB	1,074	466	10,201	11,740
Grand Total	1,762	2,143	1,426	4,569	2,000	11,900	Grand Total	2,704	1,392	14,983	19,078
3											
Row Labels	Africa	Europe	Latin America	NAMETRUB	North America	North Asia	SEAA	South Asia	Grand Total		
Latin America	7	365	6,002	62	236	6	93	3	6,772		
North America	212	551	2,321	891		610	1,988	219	6,791		
Grand Total	219	916	8,322	953	236	616	2,081	222	13,563		



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# China Volume vs Total Volume in Phase 1A & 1B

- China export flow volume – 17.5% of total volume in Phase 1A  
17% of total volume in Phase 1B
- China will be the pilot country to go live in both 1A & 1B

1A					
Row Labels	North Asia	SEAA	South Asia	Grand Total	
CHINA	2,268	3,135	1,023	6,425	
Grand Total	2,268	3,135	1,023	6,425	

VS

1A					
Row Labels	North Asia	SEAA	South Asia	Grand Total	
North Asia	2,742	3,442	1,097	7,280	
SEAA	2,425	21,387	2,593	26,404	
South Asia	289	1,337	1,276	2,902	
Grand Total	5,455	26,165	4,966	36,585	

1B						
Row Labels	Africa	Europe	Latin America	North America	Grand Total	
CHINA	888	354	545	250	64	2,099
Grand Total	888	354	545	250	64	2,099

VS

1B						
Row Labels	Africa	Europe	Latin America	North America	Grand Total	
North Asia	928	426	554	586	193	2,687
SEAA	1,344	1,416	475	2,361	883	6,479
South Asia	181	798	93	1,180	922	3,174
Grand Total	2,453	2,640	1,122	4,127	1,998	12,339





## 6 ICT Transition Timeline


































6 ICT Transition  
Timeline.pdf

ID	Task Mode	WBS	Task Name	Duration	Start	Finish	% Complete
1		1	<b>Maersk Project Management</b>	440 days	Mon 21/9/27	Fri 23/6/2	0%
2		1.1	<b>Initiation</b>	45 days	Mon 21/9/27	Fri 21/11/26	0%
3		1.1.1	MS: Official Kick-off	0 days	Mon 21/11/1	Mon 21/11/1	0%
4		1.1.1	Setup implementation team and workstreams	10 days	Mon 21/11/1	Fri 21/11/12	0%
5		1.1.3	Map out all internal and external stakeholders	10 days	Mon 21/11/1	Fri 21/11/12	0%
6		1.1.4	Setup communication workstream calls	5 days	Mon 21/11/15	Fri 21/11/19	0%
7		1.1.5	Setup bi-weekly calls with Steering Committee	5 days	Mon 21/11/15	Fri 21/11/19	0%
8		1.1.6	Complete business specification (SOW) incl. volumes and service requirement	10 days	Mon 21/11/1	Fri 21/11/12	0%
9		1.1.7	Contract (MSA) Signed	15 days	Mon 21/11/1	Fri 21/11/19	0%
10		1.1.8	MS: Contract Sign	0 days	Fri 21/11/19	Fri 21/11/19	0%
11		1.1.9	Create OIL / Risk Register	10 days	Mon 21/11/8	Fri 21/11/19	0%
12		1.1.10	Kick off meeting between Unilever & Maersk	2 days	Mon 21/11/22	Tue 21/11/23	0%
13		1.1.11	Establish communication matrix	15 days	Mon 21/11/1	Fri 21/11/19	0%
14		1.1.12	Establish communication plan & governance	15 days	Mon 21/11/1	Fri 21/11/19	0%
15		1.1.13	MS: Project communication plan & governance setup	0 days	Fri 21/11/19	Fri 21/11/19	0%
16		1.1.14	Set up, complete and sign off the project plan (Maersk)	20 days	Mon 21/11/1	Fri 21/11/26	0%
17		1.1.15	MS: Project Plan Sign-off	0 days	Fri 21/11/26	Fri 21/11/26	0%
18		1.1.16	Confirm project team, roles and responsibilities (Maersk)	10 days	Mon 21/11/15	Fri 21/11/26	0%
19		1.1.17	PoC	40 days	Mon 21/9/27	Fri 21/11/19	0%
24		1.2	<b>Plan</b>	70 days	Mon 21/11/1	Fri 22/2/4	0%
25		1.2.1	<b>Solution Finalization</b>	60 days	Mon 21/11/1	Fri 22/1/21	0%
26		1.2.1.1	AS-IS Mapping	20 days	Mon 21/11/1	Fri 21/11/26	0%
32		1.2.1.2	TO-BE Finalization	40 days	Mon 21/11/29	Fri 22/1/21	0%
42		1.2.2	Masterdata Collection	45 days	Mon 21/12/6	Fri 22/2/4	0%
46		1.2.3	System Mapping	30 days	Mon 21/12/27	Fri 22/2/4	0%
60		1.3	<b>Execute</b>	90 days	Mon 21/12/27	Fri 22/4/29	0%
61		1.3.1	Operation Preparation	60 days	Mon 21/12/27	Fri 22/3/18	0%
74		1.3.2	Masterdata Upload	30 days	Mon 22/2/7	Fri 22/3/18	0%
80		1.3.3	Provide list of users for NeoNav	30 days	Mon 22/2/7	Fri 22/3/18	0%























Page 1

ID	Task Mode	WBS	Task Name	Duration	Start	Finish	% Complete
81		1.3.4	Set-up users for NeoNav in both staging and prod	30 days	Mon 22/2/7	Fri 22/3/18	0%
82		1.3.5	SOP	60 days	Mon 21/12/27	Fri 22/3/18	0%
86		1.3.6	IOP	60 days	Mon 21/12/27	Fri 22/3/18	0%
90		1.3.7	Agree on Go Live criteria	30 days	Mon 22/2/7	Fri 22/3/18	0%
91		1.3.8	Agree on hyper care success criteria	30 days	Mon 22/2/7	Fri 22/3/18	0%
92		1.3.9	MS: Go live criteria sign-off	0 days	Fri 22/3/18	Fri 22/3/18	0%
93		1.3.10	System Development	80 days	Mon 22/1/10	Fri 22/4/29	0%
98		1.4	<b>Phase 1A</b>	200 days	Mon 21/11/1	Fri 22/8/5	0%
99		1.4.1	<b>Control Tower Setup (Recruitment &amp; Training) 1A</b>	130 days	Mon 21/11/1	Fri 22/4/29	0%
100		1.4.1.1	CT Recruitment	100 days	Mon 21/11/1	Fri 22/3/18	0%
103		1.4.1.2	CT Training	75 days	Mon 22/1/17	Fri 22/4/29	0%
108		1.4.1.3	MS: CT recruitment & training completion	0 days	Fri 22/4/29	Fri 22/4/29	0%
109		1.4.1.4	Finance	50 days	Mon 22/1/17	Fri 22/3/25	0%
113		1.4.1.5	Unilever User Training	75 days	Mon 22/1/17	Fri 22/4/29	0%
120		1.4.2	<b>Phase 1A Partner Onboarding</b>	100 days	Mon 21/12/13	Fri 22/4/29	0%
147		1.4.3	<b>Phase 1A Go Live</b>	60 days	Mon 22/5/16	Fri 22/8/5	0%
148		1.4.3.1	GO / NO GO Decision Phase 1A Pilot	5 days	Mon 22/5/16	Fri 22/5/20	0%
149		1.4.3.2	GO / NO GO Decision Phase 1A Full Scale	5 days	Mon 22/6/27	Fri 22/7/1	0%
150		1.4.3.3	MS: GO/NO GO Decision 1A Pilot	0 days	Fri 22/5/20	Fri 22/5/20	0%
151		1.4.3.4	MS: GO/NO GO Decision 1A Full Scale	0 days	Fri 22/7/1	Fri 22/7/1	0%
152		1.4.3.5	<b>Roll-Out Phase 1A</b>	55 days	Mon 22/5/23	Fri 22/8/5	0%
153		1.4.3.5.1	Go Live Phase 1A Pilot	30 days	Mon 22/5/23	Fri 22/7/1	0%
154		1.4.3.5.2	Go Live Phase 1A Full Scale	25 days	Mon 22/7/4	Fri 22/8/5	0%
155		1.4.3.5.3	Hyper care Phase 1A	55 days	Mon 22/5/23	Fri 22/8/5	0%
156		1.4.3.5.4	MS: 1A Pilot Golive	0 days	Mon 22/5/23	Mon 22/5/23	0%
157		1.4.3.5.5	MS: 1A Full Scale Golive	0 days	Mon 22/7/4	Mon 22/7/4	0%
158		1.5	<b>Phase 1B</b>	210 days	Mon 22/1/17	Fri 22/11/4	0%
159		1.5.1	<b>Control Tower Setup (Recruitment &amp; Training) 1B</b>	130 days	Mon 22/1/17	Fri 22/7/15	0%
160		1.5.1.1	CT Recruitment	100 days	Mon 22/1/17	Fri 22/6/3	0%
163		1.5.1.2	SOP Review and Refreshment	100 days	Mon 22/1/17	Fri 22/6/3	0%

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ID		Task Mode	WBS	Task Name	Duration	Start	Finish	% Complete
164			1.5.1.3	TO-BE Mapping Enforcement	100 days	Mon 22/1/17	Fri 22/6/3	0%
165			1.5.1.4	CT Training	75 days	Mon 22/4/4	Fri 22/7/15	0%
170			1.5.1.5	MS:CT recruitment & training completion	0 days	Fri 22/7/15	Fri 22/7/15	0%
171			1.5.1.6	Finance	50 days	Mon 22/4/4	Fri 22/6/10	0%
175			1.5.1.7	Unilever User Training	75 days	Mon 22/4/4	Fri 22/7/15	0%
182			1.5.2	Phase 1B Partner Onboarding	100 days	Mon 22/2/28	Fri 22/7/15	0%
209			1.5.3	Phase 1B Go Live	70 days	Mon 22/8/1	Fri 22/11/4	0%
210			1.5.3.1	GO / NO GO Decision Phase 1B Pilot	5 days	Mon 22/8/1	Fri 22/8/5	0%
211			1.5.3.2	GO / NO GO Decision Phase 1B Full Scale	5 days	Mon 22/9/26	Fri 22/9/30	0%
212			1.5.3.3	MS: GO/NO GO Decision 1B Pilot	0 days	Fri 22/8/5	Fri 22/8/5	0%
213			1.5.3.4	MS: GO/NO GO Decision 1B Full Scale	0 days	Fri 22/9/30	Fri 22/9/30	0%
214			1.5.3.5	Roll-Out Phase 1B	65 days	Mon 22/8/8	Fri 22/11/4	0%
215			1.5.3.5.1	Go Live Phase 1B Pilot	40 days	Mon 22/8/8	Fri 22/9/30	0%
216			1.5.3.5.2	Go Live Phase 1B Full Scale	25 days	Mon 22/10/3	Fri 22/11/4	0%
217			1.5.3.5.3	Hyper care Phase 1B	65 days	Mon 22/8/8	Fri 22/11/4	0%
218			1.5.3.5.4	MS: 1B Pilot Golive	0 days	Mon 22/8/8	Mon 22/8/8	0%
219			1.5.3.5.5	MS: 1B Full Scale Golive	0 days	Mon 22/10/3	Mon 22/10/3	0%
220			1.6	Phase 2A	185 days	Mon 22/4/18	Fri 22/12/30	0%
221			1.6.1	Control Tower Setup (Recruitment & Training) 2A	130 days	Mon 22/4/18	Fri 22/10/14	0%
222			1.6.1.1	CT Recruitment	100 days	Mon 22/4/18	Fri 22/9/2	0%
225			1.6.1.2	SOP Review and Refreshment	100 days	Mon 22/4/18	Fri 22/9/2	0%
226			1.6.1.3	TO-BE Mapping Enforcement	100 days	Mon 22/4/18	Fri 22/9/2	0%
227			1.6.1.4	CT Training	75 days	Mon 22/7/4	Fri 22/10/14	0%
232			1.6.1.5	MS:CT recruitment & training completion	0 days	Fri 22/10/14	Fri 22/10/14	0%
233			1.6.1.6	Finance	50 days	Mon 22/7/4	Fri 22/9/9	0%
237			1.6.1.7	Unilever User Training	75 days	Mon 22/7/4	Fri 22/10/14	0%
244			1.6.2	Phase 2A Partner Onboarding	90 days	Mon 22/6/13	Fri 22/10/14	0%
271			1.6.3	Phase 2A Go Live	45 days	Mon 22/10/31	Fri 22/12/30	0%
278			1.7	Phase 2B	185 days	Mon 22/6/13	Fri 23/2/24	0%
279			1.7.1	Control Tower Setup (Recruitment & Training) 2B	130 days	Mon 22/6/13	Fri 22/12/9	0%

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ID		Task Mode	WBS	Task Name	Duration	Start	Finish	% Complete
280			1.7.1.1	CT Recruitment	100 days	Mon 22/6/13	Fri 22/10/28	0%
283			1.7.1.2	SOP Review and Refreshment	100 days	Mon 22/6/13	Fri 22/10/28	0%
284			1.7.1.3	TO-BE Mapping Enforcement	100 days	Mon 22/6/13	Fri 22/10/28	0%
285			1.7.1.4	CT Training	75 days	Mon 22/8/29	Fri 22/12/9	0%
290			1.7.1.5	MS:CT recruitment & training completion	0 days	Fri 22/12/9	Fri 22/12/9	0%
291			1.7.1.6	Finance	50 days	Mon 22/8/29	Fri 22/11/4	0%
295			1.7.1.7	Unilever User Training	75 days	Mon 22/8/29	Fri 22/12/9	0%
302			1.7.2	Phase 2B Partner Onboarding	80 days	Mon 22/8/22	Fri 22/12/9	0%
329			1.7.3	Phase 2B Go Live	45 days	Mon 22/12/26	Fri 23/2/24	0%
336			1.8	Phase 3	185 days	Mon 22/9/12	Fri 23/5/26	0%
337			1.8.1	Control Tower Setup (Recruitment & Training) 3	130 days	Mon 22/9/12	Fri 23/3/10	0%
338			1.8.1.1	CT Recruitment	100 days	Mon 22/9/12	Fri 23/1/27	0%
341			1.8.1.2	SOP Review and Refreshment	100 days	Mon 22/9/12	Fri 23/1/27	0%
342			1.8.1.3	TO-BE Mapping Enforcement	100 days	Mon 22/9/12	Fri 23/1/27	0%
343			1.8.1.4	CT Training	75 days	Mon 22/11/28	Fri 23/3/10	0%
348			1.8.1.5	MS:CT recruitment & training completion	0 days	Fri 23/3/10	Fri 23/3/10	0%
349			1.8.1.6	Finance	50 days	Mon 22/11/28	Fri 23/2/3	0%
353			1.8.1.7	Unilever User Training	75 days	Mon 22/11/28	Fri 23/3/10	0%
360			1.8.2	Phase 3 Partner Onboarding	80 days	Mon 22/11/21	Fri 23/3/10	0%
387			1.8.3	Phase 3 Go Live	45 days	Mon 23/3/27	Fri 23/5/26	0%
394			1.9	Closure	5 days	Mon 23/5/29	Fri 23/6/2	0%

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David.Ingram@unilever.com

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<p>Ana Davila ana.davila@unilever.com Logistics Procurement Director, Global Unilever Supply Chain Company AG Security Level: Email, Account Authentication (None) <b>Electronic Record and Signature Disclosure:</b> Not Offered via DocuSign</p>	<div>VIEWED</div> <p>Using IP Address: 88.213.129.4</p>	<p>Sent: 1/25/2022 3:20:39 AM Viewed: 1/25/2022 10:21:10 AM</p>
<p>B Sundarrajan B.Sundarrajan@unilever.com Unilever - Global Account Security Level: Email, Account Authentication (None) <b>Electronic Record and Signature Disclosure:</b> Not Offered via DocuSign</p>		<p>Sent: 1/25/2022 10:21:11 AM</p>
<p>Marc Veenhuizen Marc.Veenhuizen@unilever.com Security Level: Email, Account Authentication (None) <b>Electronic Record and Signature Disclosure:</b> Not Offered via DocuSign</p>		
Carbon Copy Events	Status	Timestamp
<p>Ana Davila ana.davila@unilever.com Logistics Procurement Director, Global Unilever Supply Chain Company AG Security Level: Email, Account Authentication (None) <b>Electronic Record and Signature Disclosure:</b> Not Offered via DocuSign</p>	<div>COPIED</div>	<p>Sent: 1/25/2022 10:21:10 AM</p>
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<p>Tony Hotine Tony.Hotine@Ins.maersk.com Security Level: Email, Account Authentication (None) <b>Electronic Record and Signature Disclosure:</b> Accepted: 12/15/2021 11:34:34 AM ID: 01954814-6a79-4476-b25a-adb293d7e672</p>		

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Notary Events	Signature	Timestamp
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