

STATEMENT OF WORK - COMPREHENSIV E Critical Manufacturing MES DevOps - IKEA Industry

“Tata Consultancy Services Sverige AB”, also referred to here in this document as “Supplier” or “TCS” and “IKEA Industry AB”, also referred to here in this document as “IKEA”, agree that this Statement of Work (“SOW”) and the **Master Service Agreement reference <TCS20230601-1600_ISAG> (“MSA”)** and its Appendices between IKEA Supply AG and TATA Consultancy Services Limited, constitutes the complete agreement regarding the Services described herein. Performance of the services described in this Statement of Work will not start until it has been signed by both parties.

Signed by:		Tata Consultancy Services Sverige AB
IKEA Industry AB		AB
Name:		Name:
Lena Månsson	Peter Larsson	Shreerang Talekar
Signature:		Signature:
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Signature:		
Date:		Date:
15/05/2025	15/05/2025	15/05/2025

Effective date of this SOW: [03-Feb-2025]

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1.0 EXECUTIVE SUMMARY

The objective of this Statement of Work is to perform activities in the IKEA MES area to support with maintenance and development for Critical Manufacturing ("CM") MES customization based on time and material model allowing for ramp-up and ramp-down as further defined in this Statement of Work.

2.0 BACKGROUND AND PURPOSE

- Overview of IKEA Industry AB MES implementation project, part of MSF (Manufacturing System of the Future)

IKEA Industry AB has a clear goal of improving quality, increasing productivity and collecting data. IKEA have started several initiatives to achieve the desired digitalization level, and MES implementation is one of them. The objective of this SOW is to develop critical manufacturing MES customization that will support production in day-to-day operations.

3.0 SCOPE OF THIS STATEMENT OF WORK

OBJECTIVES

1. SERVICES and Project Objective

IKEA along with Critical Manufacturing unit of IKEA is designing, developing and deploying solutions for a set of CM MES solutions. These solutions together form the foundation for executing CM MES "MES" for furniture manufacturing units. The scope of this project pertains specifically to the support of the CM MES for customization and production support. The Program includes CM MES Application implementation for all IKEA. In term of this SOW IKEA stands for all factories where Critical Manufacturing MES is deployed. List of factories that are part of the SOW:

LP.	Site name	Country
1	Lubawa - Pigment	Poland
2	Lubawa - Veneer	Poland
3	Lubawa - Component	Poland
4	Zbąszynek - Eket	Poland
5	Zbąszynek - MPS	Poland
6	Zbąszynek - ZK1/ZK3	Poland
7	Zbąszynek - Component	Poland
8	Zbąszynek - Babimost	Poland
9	Hultsfred - Furniture	Sweden
10	Malacky - MBK80	Slovakia
11	Malacky - Furniture	Slovakia
12	Paços de Ferreira - Pigment	Portugal
13	Paços de Ferreira - BoF&MPS	Portugal
14	Wielbark - Furniture	Poland
15	Wielbark - Component	Poland
16	Goleniów	Poland
17	Resko	Poland
18	Stepnica Furniture	Poland
19	Jasna Furniture	Slovakia
20	Jasna Component	Slovakia
21	Almhult	Sweden
22	Trnava	Slovakia
23	Kazlu Ruda - Furniture	Lithuania
24	Sopron - Frame&Flat	Hungary

The CM MES application functionality includes shop floor execution, drives standard work across the shop floor, and digitizes key shop floor processes.

2. Scope Summary

The scope included in this SOW is for the development, Unit Testing, SL3 Support of the CM MES application in the IKEA Dev, Stage, and Prod environments for IKEA.

3. Detailed Scope:

The scope of this SOW is to work on Critical Manufacturing MES their customization development, and maintenance activities which are prioritized from associated Product Backlog based on the available capacity.

a. Development of customization for IKEA Industry CM Platforms.

- Support for current customization
- Development of new functionalities
- Unit testing of new functionalities
- Package creation for new functionalities
- Solution Documentation creation leveraging CM automation framework
- Sprint demo

b. Stakeholder Collaboration

- Collaboration with IKEA product team, CM product vendor and IKEA Business/IT teams.
- Interact with business stakeholders.
- IKEA Sprint Planning, Sprint review, Sprint Demos, Sprintbacklog refinements.

4. CM Manufacturing Execution System ("MES") Support Overview

- TCS Development & Support team will take transition from CM/IKEA team.
- TCS's primary responsibility is to manage the CM customization and bugs which are classified as 3 category incident, problem and request.

1. Incidents

- **System Downtime:** Unexpected shutdowns or unavailability of the MES system affecting production.
- **Data Processing Failures:** Errors in data upload, transformation, or processing.
- **User Access Issues:** Login failures or unauthorized access problems.
- **Integration Failures:** Disruptions in communication with upstream or downstream systems.
- **Performance Degradation:** Slowness or latency during peak production hours.
- **Defect Leakage:** Bugs or errors affecting critical production processes.
- **Configuration Issues:** Bugs from improper configuration

2.Problems

- **Recurring Data Synchronization Failures:** Root cause analysis required for repeated data mismatches.
- **Frequent System Crashes:** Investigation into patterns leading to consistent downtimes
- **Performance Bottlenecks:** Long-term performance tuning needs for high-load scenarios.

- **Incorrect Business Rule Implementations:** Errors in rule logic affecting production outputs

3. Requests

- **New Feature Development:** Enhancements to the MES customization to meet new business needs.
 - **Reporting Enhancements:** Customization or development of new reports or dashboards.
 - **Process Automation Requests:** Automating manual processes to improve efficiency.
- Once the incident is assigned to TCS then TCS will be responsible for acting on it.
 - The TCS team will respond to incident tickets raised through Service Now IKEA Industry incident management system.
 - The services support will have Onsite and offshore resources, India and Poland based support services associates is working in India "8:00 AM CET— 5:00 PM CET" Monday to Friday.

- **CM MES Support Priority Levels definition**
Services Levels be applied as per below based on business criticality

	Service Level 3 (SL 3)
Business Criticality	Less or not critical
Incident support on	Prio 3,4,5
Availability over a calendar month, depending on agreed Service Hours.	90%
Recovery time objective	20 h, Mon-Fri 8-17 CET
Support hours (HxD)	8-17x5 CET

4.0 INCIDENT MANAGEMENT

Priority	Response time	Target Resolution	Description	Applicable Service Levels
3	2 h	24 hours Monday-Friday 8-17 CET	Minor disturbances for single user- users can perform essential business activities.	SL3
4	4 h	3 days Monday-Friday 8-17 CET	Some Disturbances in daily work and routines- users can perform essential business	SL3

			activities, but there are limitations to the overall operation.	
5	4 h	7 days Monday-Friday 8-17 CET	Minor disturbances for single user- users can perform essential business activities.	SL3

The resolution time is on working days 8AM to 5 PM CET.

5. PROBLEM MANAGEMENT

Priority	Response time	Update frequency	Description	Applicable Service Levels
3	3 days 8-17 CET Monday-Friday	Weekly	Problem causes disturbances in daily work, where few incidents reoccur or may possibly occur.	SL3
4	5 days 8-17 CET Monday-Friday	Bi-weekly	Problem causes only minor disturbances, with rare reoccurring incidents or a good workaround available.	SL3

6. CM MES Support Governance and Resource Management Structure

- IKEA and TCS will establish a consistent monthly and quarterly governance meeting structure to review support performance, volumes, productivity metrics, and forecasts of future volumes. The monthly governance meetings shall include the review and reporting of incidents and resource staffing metrics and planning.
- Based on the monthly and quarterly data and review meetings, IKEA and TCS will establish a mechanism to report, discuss, review and agree upon the timing to adjust resources capacity.
- Any significant fluctuation in incoming incidents flow will be mutually discussed for any changes in the resource plan and will be agreed upon.

7. Assumption

- Communication will be in English and TCS deliverable documentation will be in English language
- Priority 3, 4 and 5 incidents, if primarily related to Infrastructure, Database Admin, Performance, master data configuration and user management, will be handled by IKEA. If any minor customization/support required, IKEA will reach out to TCS. However, TCS responsibility will be to solve customization / bugs related issues.

- SLA will be applicable after successful knowledge transition and program is in steady state.
- ServiceNow shall be considered as the single source of ticket data.
- IKEA needs to provide all the documentation & knowledge for the third-party tool & its integration touch points
- IKEA will ensure to provide timely all necessary approval / access for all the necessary environments.
- TCS will be responsible for all training & documentation required for knowledge transfer within the TCS team in a timely manner.
- TCS follow the TCS holiday calendar based on geo-location in offshore and will share plan in advance to IKEA.
- TCS team will handle the solution documentation build leveraging CM automation framework, while the remaining documentation can be managed by IKEA team.
- IKEA will be the owner of the whole source code and assets created by work in this SOW.
- TCS will support customization & Bug Fixing for CM MES on Honeywell handheld devices with built-in scanners used on the shop floor.
- Addressing any activities outside existing scope of TCS mentioned in Scope Section Error: Reference source not foundError: Reference source not found Package deployment to QA/Stage/ PROD, Master data preparation for new site / line, Performance testing for the plant and release management will be mutually agreed upon between IKEA and TCS. Mutual decision will be taken based on capacity, sprint plan and skill available of existing team

8. DEPENDENCIES

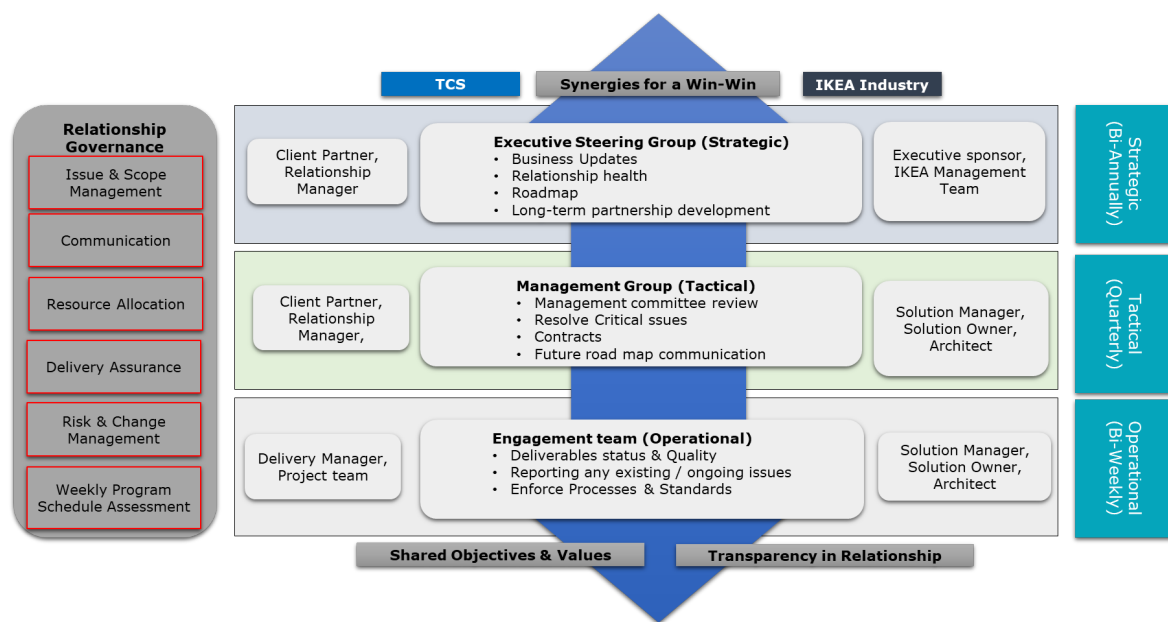
- Provide necessary infrastructure access such as gateways, any 3rd party software access.
- Resolution of environmental issues and dependencies which can affect schedule.Critical Manufacturing DevOps access & code access, any other asset which is built for IKEA, any other connectivity tool / access to provide access to source etc.
- To Build IKEA DevOps Critical Manufacturing has to provide all assets, source code, automation framework/documentation and necessary support to make this functioning to IKEA environment.

9. Out of Scope

- Any Software licenses and maintenance defined in this SOW required to perform the support services.
- Commercial management of other IKEA partners involved in the CM MES Program.
- Handling hardware or software break-fix for IKEA solution hosting or cloud environment.
- Any development efforts on 3rd party solutions and its user-interface apart from CM
- Design, configuration, troubleshooting of IT/OT networks.
- Configuration, troubleshooting of interfaces or components locally developed by Plant businesses and/or plant owners.
- Package release to Staging and Production environments. Conducting Pre-Prod testing for functional, SIT, and UAT in Staging and Production environments
- Writing and enhancing test cases, defining the test strategy, and preparing test data for functional, SIT, and UAT testing
- Regression Automation testing
- Creating incidents in the ServiceNow
- DevOps Infra, DevOps Readiness and CM Code Deployment
- Dynamic Sprint Planning based on existing TCS capacity and Prioritization of tickets

5.0 APPROACH

GOVERNANCE



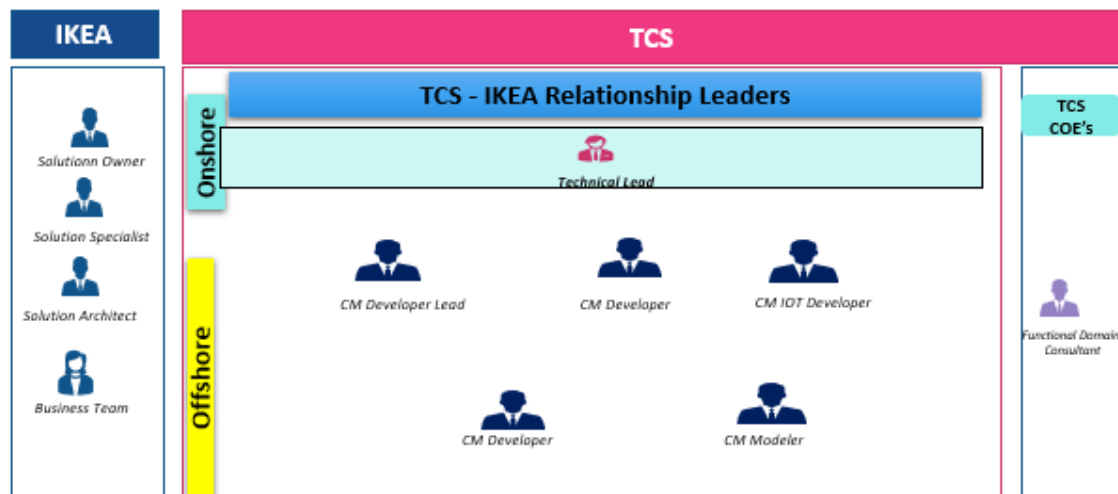
Any issue that may have an impact on project deliverables will be discussed with IKEA through escalation calls or scheduled status calls / communication based on the severity of the issue.

TEAM STRUCTURE & TEAM DETAILS

Based on the scope / deliverables listed in the above sections, the following will be the team composition to conduct this assignment

#	Role	Location	Count
1	Technical Lead	Poland	1
2	CM Developer Lead	India	1
3	CM Developer	India	2
4	CM IOT Developer	India	1
5	CM Modeler	India	1
Total			6

Team Structure



ROLES & RESPONSIBILITIES

Organization	Scrum Team Role	Scrum Team Responsibilities
TCS	CM Technical Lead	<ul style="list-style-type: none"> Provide regular updates to business and IT stakeholders regarding incident resolutions and enhancements. Co-ordinate with IKEA to understand and follow the prioritization of customization and critical issues affecting production, ensuring minimal downtime and quick recovery Review the TCS deliverables
TCS	CM Developer Lead	<ul style="list-style-type: none"> Lead the team in analyzing and resolving production issues, customizations of functionalities. Work on fixing issues, problem tickets and enhancements Coordinate urgent fixes for critical incidents in PROD Review TCS deliverables and optimize code for performance and stability in production environments.
TCS	CM Developer	<ul style="list-style-type: none"> Analyze and fix bugs related to incident and problem tickets Work on critical incidents and hot fix on Production environment, merge hot fix code to Master code Work on normal incidents, analyze and fix, complete unit testing and release package in DEV environment Work on problem tickets, analyze, do RCA and fix, complete unit testing and release package in DEV environment

TCS	CM Modeler	<ul style="list-style-type: none"> Responsible for customization of existing CM MES based on the sprint plan Create design document and unit test cases Develop the customization as per IKEA coding standards, complete Unit testing and Release package to Dev Environment
TCS	CM IOT Developer	<ul style="list-style-type: none"> Troubleshoot incidents related to data from OPC UA to CM MES and find the RCA For Customization, design and Configure CM MES side to integrate OPC UA tags Collaborate and drive IKEA OT and IT Plant teams to fix automation related issues and automation related enhancements

PROCESS APPROACH

The deliveries will be executed in accordance with the Inter IKEA digital delivery framework (CRED) and Data & Product delivery framework in a distributed agile delivery model.

The team will work on CM MES Tool development and maintenance as per the priority defined by IKEA. Based on the capacity available and velocity of the team, stories will be scoped in the sprints in mutual agreement with IKEA.

RISK AND MITIGATION

Risk	Probability	Impact	Action
There is a risk that all the needed infrastructure, software, tools, accesses are not available for the CM MES	Low	High	Seek the support from IKEA to create the needed infrastructure, software, tools, and needed accesses for the CM MES' maintenance
Longer lead times for ordering new VDI's and needed access for newly on boarded resources	Medium	High	Special arrangement to be made by IKEA to get the VDI's ready as soon as the order is placed.
Availability of needed backlog / scope of work for the CM MES and prioritization of scope	Low	High	Seek the support of IKEA Product Owner and work on building the backlog / scope of work

Risk	Probability	Impact	Action
Performance and features not working as expected in CM MES	High	High	Communicate the performance metrics and issues with product vendor and plan for improvement.
Possible resistance from CM Team for onboarding due to security related concerns	Medium	High	Seek the support of IKEA Data Management Product Owners to clarify the security concerns of CM stakeholders
Non-Alignment/Non-availability of stakeholders from CM Team for onboarding/maintenance of CM MES.	Medium	High	Seek the support of IKEA Data Management Product Owners and emphasize the purpose and benefits of CM MES to CM team and revise the Sprint planning based on the stakeholder's availability.
Delay by product vendor for issue resolutions after Product version upgrades	Medium	Medium	Highlight the issue to the IKEA Product Owner as soon as possible and seek the support of tool vendor to fix the issues prior to next version upgrade.
System Downtime during Critical Operations	High	High	IKEA to Implement robust backup and recovery plans, monitor system health, and schedule maintenance during off-peak hours.
Customization Delivery Delays	Medium	High	IKEA Support is needed to define clear requirements, monitor progress with regular checkpoints
Inadequate Performance During Peak Load	Medium	High	IKEA to support enabling or Conduct performance testing, optimize code, and fine-tune system configurations for scalability.
Knowledge Transfer Gaps	High	High	IKEA support is needed to Schedule structured KT sessions, document key processes thoroughly, and assign dedicated resources for knowledge capture.
Insufficient Documentation from Previous Vendor	High	High	IKEA support is needed Review and enhance existing documentation, validate understanding through hands-on sessions, and develop missing artifacts.
Change Request Overload	High	Medium	IKEA support is needed to Prioritize change requests based on business impact, establish a formal change management process, and communicate regularly with stakeholders.

6.0 REPORTING, MONITORING AND COMMUNICATION

The following sections will describe how to control the progress and solve issues under this Statement of Work.

MEETING STRUCTURE AND GOVERNANCE STRUCTURE

Meeting Description	Purpose	Frequency	Meeting Owner	Participants
Prioritisation Meeting	Prioritise the user stories	As needed	Solution Owner	Solution Owner Scrum Team
Refinement Meeting	To discuss and prioritise the stories in the product backlog. Analyse together with product team, refinement of the respective story Identify and correct any gaps in the user story.	Every Week	Scrum Master	Solution Owner Solution Architect, Product Specialist, Scrum Master, Scrum Team (TCS Team)
SPRINT Planning Meeting	This meeting is divided into three parts. First part is to go through the user stories for the sprint, team asks questions and gets clarity. Second part is for the team to do the task breakup, task assignment and estimation. Third part is for re-prioritisation if any, sprint backlog finalization and delivery forecast.	Every Sprint	Scrum Master	Solution Owner Product Specialist Scrum Master Scrum Team (TCS Team)
Daily SCRUM	Understand what work was done since last daily scrum, highlight challenges and impediments, forecast for next working day and task board update.	Daily	Scrum Master	Scrum Team (TCS Team)
SPRINT Demo Meeting	Demo on developed user stories, cross check as per "Definition of Done Checklist", feedback from business and reference group.	Every Sprint	Scrum Master	Solution Owner System Specialist Scrum Team (TCS Team)
SPRINT Retrospective meeting	Discuss what went well, areas of improvements.	Every sprint	Scrum Master	Solution Owner Scrum Team (TCS Team)

Meeting Description	Purpose	Frequency	Meeting Owner	Participants
Other Tool vendor alignment meeting	Discuss with other tool vendors on the tool issues/vulnerability remediation, new feature requests, tool roadmap, version upgrades.	As needed	Product Owner	Solution Owner System Specialist ScrumTeam Scrum Master Tool Vendor

STATUS REPORTING

- Agreed scrum boards will be updated on daily basis and referred by Solution Owner of IKEA and project stakeholders.
- All the Scrum ceremonies will be scheduled as mutually agreed between Supplier and IKEA.
- In addition to the above operational meetings, there will be regular communication through monthly tactical meetings and quarterly strategic meetings between the corresponding Supplier and IKEA stakeholders.
- The Supplier will prepare following charts according to below described KPIs for each sprint:
 - o Sprint burndown: Representation of progress in a sprint. It shows the number of story points needed to complete the remaining stories planned for the current sprint.
 - o Sprint goal success: For each sprint a sprint goal is set. The evaluation is to understand if the goal has been met or not. (Qualitative follow up)
 - o Provide updates on status as required in management and reporting forums.
 - o Other KPIs as per MSA

IMPACT ASSESSMENT

- The impact on the below existing and planned services when new releases are deployed will be discussed and mutually agreed with IKEA and will be acted upon accordingly
 - Resource unit volumes
 - Service levels
 - Incident volumes
 - Supplier activity

7.0 OBLIGATIONS BETWEEN THE PARTIES

SUPPLIER RESPONSIBILITY

The Supplier commits to work according to the matrix below, and also refer to attachment 2-A (Comprehensive Maintenance and Support).

RACI

#	Tasks	TCS	IKEA
1	Understanding and incident creation	C, I	A, R
2	Creating incident in ServiceNow	C, I	A, R
3	Support to investigate and restore when an incident is assigned	A, R	C, I
5	Troubleshooting and resolution for application and service incidents which is assigned	A, R	C, I
6	Close all restored incidents and requests in the ServiceNow which is assigned	A, R	C, I

7	Maintain categories and define the escalation procedures that are executed in incident management	A,R	C, I
8	Maintain Knowledge based for known issue	A, R	C, I
9	Review and approve incident resolution, and service request completion	C, I	A, R
10	Availability & access to development environment.	C,I	R,A
11	Sprint based development based on the requirement & priority given by IKEA	R,A	C,I
12	Unit testing	R,A	C,I
13	Functional Testing	C,I	R,A
13	User acceptance testing	C,I	R,A
14	Sprint milestone-based sign offs	C,I	R,A
15	Package release to QA,	C,I	R,A
16	Package release to UAT & Prod environment	C,I	R,A
17	Overall Program management and timeline.	C,I	R,A
18	Sprint deliverable	R,A	C,I
19	Infra setup & licensing	C,I	R,A
20	Documentation (TDD, testing scenario, functional documentation)	R,A	C,I
21	Sprint demo	R,A	C,I
22	Fix issues and changes in OPC, Data Concentrator, Machine PLCs, other control systems	C,I	R,A

23	Purge Activities	C,I	R,A
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R - Responsible

A – Accountable

C – Consulted

I – Informed

The Supplier shall designate an Engagement Manager and/or Service Delivery Manager who shall coordinate and manage the Supplier's Services or Deliverables under this SoW.

All the R&R will be valid for supplier post successful Knowledge transition.

IKEA'S RESPONSIBILITY

Following are the IKEA responsibilities:

- Defining the CM roadmap, prioritisation of stories in sprint.
- Anchoring the meetings with any other vendors for activities and issues.
- Securing tools access, licenses & environment availability.
- Secure alignment and the availability of stakeholders from IKEA, e.g line organization, business, downstream integration systems, platform teams as needed.
- Participation in relevant Scrum ceremonies.
- Separate environment to be made available for development, testing, user acceptance testing and production.
- All the required hardware, tools and software licenses specified under this SOW would be provided by IKEA for all environments.
- IKEA team will be available to help and resolve all IKEA raised escalations on platform set up, environment issues and IKEA dependencies.
- IKEA will coordinate and facilitate the discussion with any other 3rd party vendor/suppliers if needed.
- Implementation work for each factory will be carried out by the IKEA team (e.g., factory kick off, master data collection, configuration for a factory, training to factory teams, UAT, Go-Live) activities

ACCESS REQUIREMENTS

IKEA to provide the required accesses to the CM tools or any other needed tool and platform specified under this SoW, enabling the DevOps team members to deliver on this SoW.

8.0 CONSTRAINTS, ASSUMPTIONS AND/OR DEPENDENCIES

Short Title	Description of Assumptions or Dependency	Category [Assumption, Dependency]
Project Vision & Roadmap	Defining the vision and roadmap for the MES capabilities.	Dependency upon IKEA

Short Title	Description of Assumptions or Dependency	Category [Assumption, Dependency]
Prioritisation	Prioritization of the MES user stories for sprints based on the product roadmap.	Dependency upon IKEA
Licenses	Availability of licences specified under this SoW required for the needed software and tools to be provided to secure successful delivery.	Dependency upon IKEA
Infrastructure	Secure the infrastructure	Dependency upon IKEA
Platform teams' coordination	Facilitate the meetings with various platform teams at Inter IKEA.	Dependency upon IKEA
External team support	Inter IKEA stakeholders, infrastructure and integration teams, platform teams have mandate to support the MES activities	Assumption

9.0 OPERATIONAL CHANGE MANAGEMENT

The Operational Change Management process is according to Exhibit 7 (Operational Change Management process).

10.0TIMELINE

The timeline for this SoW is as mentioned below,

Start Date:	2025-02-03
Completion Date:	2026-02-02

11.0 _DELIVERABLES AND MILESTONES

- Deliverables in the scope for Customization
 - o Features, functionalities in CM
 - o Development completion of solutions for integrating the CM tools with requested IKEA applications.
 - o Solution documentation
 - o Solution package
- Deliverables in the scope for Support
 - o Resolution to assigned support incident ticket
- Upgrade customization to newer version of base CM product
- The sprints for CM tools activities will be planned and delivered as per the priority defined by IKEA. Milestones will be mutually agreed for all the Customization activities.

12.0 QUALITY ASSURANCE AND ACCEPTANCE CRITERIA

QUALITY ASSURANCE

CM MES development and support activities will be delivered in the prescribed templates and as per the acceptance criteria defined.

ACCEPTABLE LEVELS OF MEASUREMENTS

Measurements are defined in Attachment 5-A Measurement Matrix.

If any measurement is not applicable for the scope of the SoW, a rationale must be stated.

	Critical Measurement	Priority	Expected Level	Acceptable Level
CM1	Incident Response time breach	Priority 1	0	NA
		Priority 2	0	NA
		Priority 3	0	5
		Priority 4	0	6
		Priority 5	0	7
CM2	Incident Resolution time breach	Priority 1	0	NA
		Priority 2	0	NA
		Priority 3	0	5
		Priority 4	0	6
		Priority 5	0	7
CM3	Problem response time breach	Priority 1	0	NA
		Priority 2	0	NA
		Priority 3	0	5
		Priority 4	0	6
CM4	Problem progress time breach	Priority 1	0	NA
		Priority 2	0	NA
		Priority 3	0	5
		Priority 4	0	6
CM5	Request Response time breach	Priority 1	0	NA
		Priority 2	0	NA
		Priority 3	0	5
		Priority 4	0	6

QM20 Development standard compliance

Severity	Expected	Accepted
Blocker	0	0
Critical	0	0
High	0	3
Minor	0	5
Info	0	10

QM21 Code Quality

Priority	Expected	Accepted
Critical	0	0

Major	0	2
Medium	0	5
Low	0	5

ACCEPTANCE PROCEDURE AND EXIT CRITERIA

For all deliverables, acceptance and exit criteria will be mutually agreed with IKEA and followed.

13.0 DELAYS IN DELIVERY

As per Section 5 of the MSA and as agreed in Section 10 (Deliverables and Milestones) of this Exhibit.

14.0 CHARGES AND PAYMENT TERMS

The assignment will be delivered on time and material basis with a total estimate of **441735 EUROS (four hundred forty one thousand seven hundred thirty five Euros)**, excluding VAT and other similar taxes for 12 months duration. The estimated hours under the SoW shall not be exceeded unless approved in advance in writing by IKEA. The team will be based in Poland and India. Below is the commercial excel sheet. Resource sheet is in the appendix 1.



Resource_Cost_IKEA_
Industry_V1.0.xlsx

PAYMENT PLAN

Invoicing is done on monthly basis in time and material mode as defined in the SOW. The current SOW incorporates the existing MSA rate card for the roles.

Payment is always conditional upon the satisfactory acceptance of the deliverable/s by the Project Authority.

TRAVEL EXPENSES

As per MSA and Exhibit 10 IKEA Travel Policy

CHANGE REQUESTS

Change Request process is according to MSA.

INVOICE REFERENCE

IKEA Industry AB
Waldemar Popielarski
BOX 31005
200 49 Malmö

VAT number: SE556182845901

The invoice email address, where supplier should send the PDF invoice is the following:

invoice.ikeaindustryab.se@inter.ikea.com

15.0 EXIT PLAN AND KNOWLEDGE TRANSFER

As per the MSA and as agreed in this Section 14.

- Provide demos on the Data Management Tools to stakeholders of onboarded systems or data sources after implementation. Handover and training to "technical/business" data stewards, information owners.
- Collaborating with Tool vendors for transitioning the tools knowledge to Data Management team and Data source teams.
- Other handovers regarding upcoming tasks and deliveries within the scope of this SoW will be performed with mutual agreement with IKEA.

16.0 PROCESSING OF PERSONAL DATA

Annexes 1 to 3 of this SOW to be filled in where the Supplier processes Personal Data on behalf of IKEA.

17.0 OTHER TERMS

LOCATION OF WORK, TRAVELS AND EQUIPMENT

Services covered under this SOW shall be delivered from the following locations unless agreed otherwise.

Onsite:

- **Tata Consultancy Services Limited S.A.**
Przyokopowa 33, 01-208 Warszawa, Poland

- **IKEA Industry AB**
Skrivaregatan 5
215 32 Malmö

Offshore Location 1:

Tata Consultancy Services Limited
Ramanujan IT City,
Rajiv Gandhi Salai (OMR),
Tharamani, Chennai, Tamil Nadu 600113

Offshore Location 2:

Tata Consultancy Services Limited
Unit-1, Block-A,
Electronics Technology Park SEZ-1,
Technopark Campus, Kariyavattom
Trivandrum – 695581, Kerala, India

18.0 TERMINATION

As per section 23 of the MSA.

19.0 CHANGES TO THE MSA AND ITS APPENDICES

Any changes to the MSA and Appendices only to the extent required to comply with local country specific legislations to be specified here. Any changes to the MSA and its Appendices specified elsewhere in this SoW shall not apply between the Parties.

20.0 DEFINITIONS AND ABBREVIATIONS

For clarification to the SOW: List all relevant definitions and abbreviations

Unless the context otherwise specifies or requires, the following terms and expressions shall have the following meanings when used in the Statement of Work. Terms and expressions defined in the Agreement shall have the same meaning in this Appendix unless otherwise defined below.

Term	Definition
DM	Data Management
D&P	Data & Product
BG	Business Glossary
DC	Data Catalog
DL	Data Lineage
DQ	Data Quality
IO	Information Object

Annex I: list of parties

Refer to the SOW for details of the parties.

ANNEX II: Data processing instructions

Purposes <i>Specify all purposes for which the personal data will be processed by the Processor.</i>	<p>TCS project team process the data as per the terms agreed in the MSA. Email ID is required for login into the application. Project team processes email ID for authentication</p>
Data subjects <i>Specify the categories of data subjects whose personal data will be processed by the Processor.</i>	<ul style="list-style-type: none"> • Co-workers • Consultants
Categories of personal data <i>Specify the different types of personal data that will be processed by the Processor.</i>	<ul style="list-style-type: none"> • Name • Email ID • Employee ID
Processing operations <i>Specify all processing activities to be conducted by the Processor.</i>	<p>TCS team is responsible for managing applications that leverage personal data to facilitate:</p> <ul style="list-style-type: none"> • Authentication of IKEA business users during the application login process. • Implementation of role-based access, granting users the ability to access various functionalities within Data Management Tools. • Displaying the name of the logged-in user within the application.
Duration of processing	<p>Supplier undertakes to process personal data for the duration of the SOW, including any renewals of the SOW. Specific instructions related to the retention of personal data by the Supplier can be provided by the Authorized Users separately and in addition to the DPA</p>
Location of processing operations <i>Specify all locations where the personal data will be processed by the Processor.</i>	<p>Sweden (Data Processor-Tata Consultancy Services Sverige AB is in the EU/EEA) India) - (Sub Processor - Tata Consultancy Services Limited is outside the EU/EEA) Poland - (Sub Processor - Tata Consultancy Services Limited SA is in the EU/EEA)</p>

Annex III: List of AUTHORIZED Sub-Processors

Name <i>Specify the Sub-Processors engaged by the Processor (if any). Insert full company name(s).</i>	Purpose for Processing <i>[Describe the nature and scope of the Processing, (e.g. collection, storage, OR change of Personal Data.)]</i>	Location <i>[The Personal Data MAY, FOR EXAMPLE, be hosted on servers located in a data center at specified locations (Address, City, Country)]</i>	Type of processing operations <i>[Describe the nature and scope of the processing, (e.g. collection, storage, or change of personal data.)]</i>
Tata Consultancy Services Limited S A Przyokopowa 33, 01-208 Warsaw, Poland	Subprocessor team is responsible for managing applications that leverage personal data to facilitate: <ul style="list-style-type: none"> • Authentica tion of IKEA business users during the application login process. • Implement ation of role-based access, granting users the ability to access various functionalit ies within Data Manageme nt Tools. Displaying the name of the logged-in user within the application.	Poland	Applications stores personal data to authenticate and authorize the applications.
Tata Consultancy Services Limited, TCS House 21, D.S. Marg, Raveline Street, Fort, Mumbai, 400001.	Subprocessor team is responsible for managing applications that leverage personal data to facilitate: <ul style="list-style-type: none"> • Authentica tion of IKEA business users during the application login process. • Implement ation of role-based access, granting users the 	India	Applications stores personal data to authenticate and authorize the applications.

Appendix 1: Resource sheet

Appendix 2: Software to be installed

21.0 SOFTWARE & TOOLS USED

The following software and tools will be utilized by the Supplier during the project:

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		t			
5	Node Red	Lates t	Opensource	10	Supplier
6	UA Expert	Lates t	Opensource	10	Supplier
7	MS SQL Management Studio	Lates t	Opensource	10	Supplier
8	Node.js	Lates t	Opensource	10	Supplier
9	Net Framework Net Framework	Lates t	Opensource	10	Supplier
10	Report builder	Lates t	Opensource	10	Supplier
11	Mockoon	Lates t	Opensource	10	Supplier
12	Postman	Lates t	Opensource	10	Supplier
13	NotePad+ +	Lates t	Opensource	10	Supplier
14	Cisco AnyConnect	Lates t	Third Party	10	Customer

2. Relevant URLs and Reference

The following URLs will be used for project execution, monitoring and reporting

Category	URL
Project execution	https://tfs-projects.cmf.criticalmanufacturing.com/vpn.criticalmanufacturing.com
Automation Repository	https://github.com/docker/compose/releases/download/1.29.2/docker-compose

Additional URLs:

During project execution, additional URLs may be identified for specific tools, reporting, or integrations. These will be documented and shared with stakeholders as required. Access permissions for new URLs will be requested and managed accordingly.