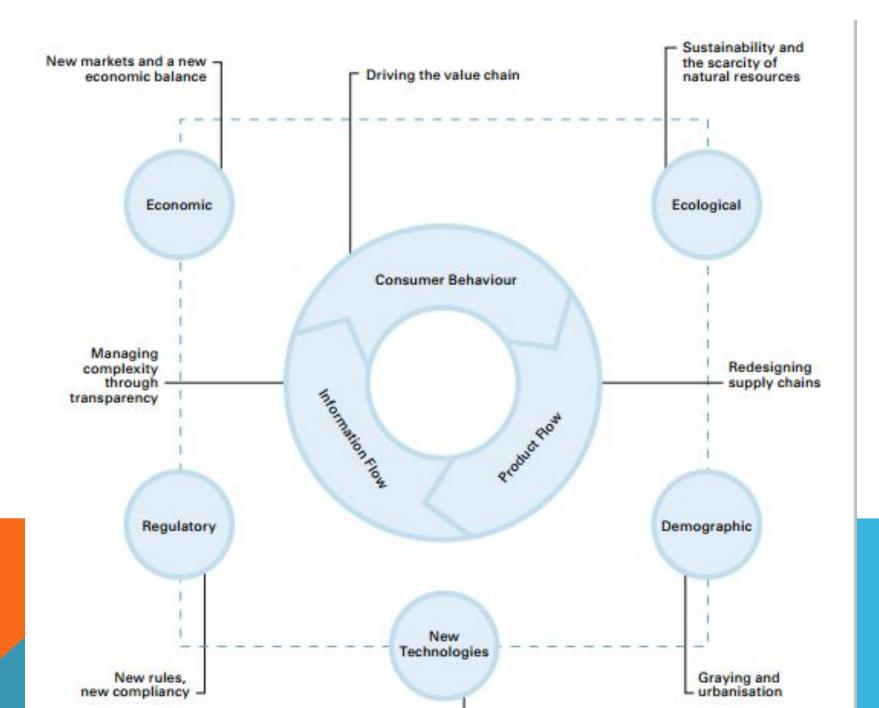
FUTURE SUPPLY CHAIN



Key areas

- The challenges ahead
- The need for breakthrough change
- The innovation that currently exists in the form of new solutions
- Enhanced collaboration
- The recognition that now is the time for a change





Current supply chain

- Improving on-shelf availability
- Reducing cost
- Supporting financial figures (ROE Return on equity)

Future supply chain

Additional parameters:

- CO2 emissions reductions
- Reduction of energy consumption
- Better traceability
- Reduced traffic congestion

Solution areas

- 1. In-Store Logistics: includes in-store visibility, shelf-ready products, shopper interaction
- 2. Collaborative Physical Logistics: shared transport, shared infrastructure
- 3. Reverse Logistics: recycling
- 4. Demand fluctuation management
- 5. Identification and Labelling
- 6. Efficient Assets: alternative forms of energy, etc
- 7. Joint Business Plan

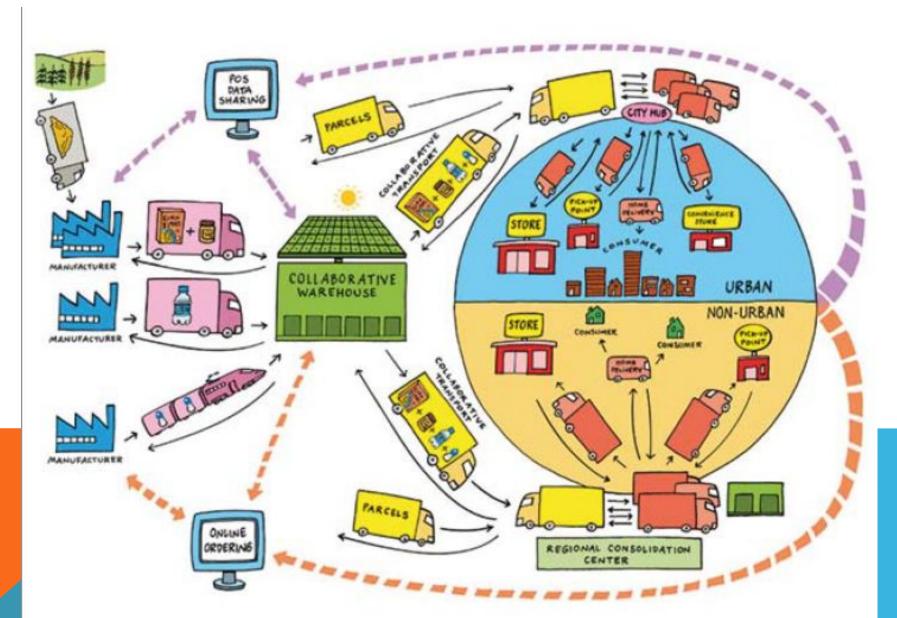


The concepts that should be merged and implemented

- 1. Information sharing
- 2. Collaborative warehousing
- 3. Collaborative city distribution
- 4. Collaborative non-urban distribution



The 2016 Future Supply Chain



The total impact of this supply chain redesign

- 1. Could potentially reduce transport costs by more than 30%
- 2. Cut handling costs by 20%
- 3. Reduce lead time by 40%
- 4. Lower CO2 emissions by 25%



Taking the next steps

- 1. Establish theoretical concepts on the vision by a group of key stakeholders
- 2. Check the concept's business case with the involvement of all key stakeholders
- 3. Pilot the concept
- 4. Evaluate the implementation and share things

