SPEAKING NOTES, Leader Forum 3-15-22

THE SETUP

There's probably some fatigue that's set in over ERP – when will it be *over*?

- That's fair. We've been at it for a while – since 2017
- We've needed that time to set up this transformation of our technology and processes
- We're here in the final stage of the program: SAP S/4HANA
- It's important to get things right. This effort enables us to **deliver today**, touching all electronic transactions for the company. It helps us to –
    o Receive manufacturing components
    o Distribute and sell our products
    o Get paid
    o Manage day-to-day business activities like accounting
- In other words, we ALL have skin in this game.

This transition will also enable us to **predict tomorrow**, with analytics and processes that will enable us to take action on what we know, more efficiently.

Mexico is our first Go-Live

- MX is a perfectly downscaled version of much of what we'll encounter when we go live with US/Canada/Export
- We'll take what we learn from MX and scale up

THE ASK

S/4 is an enterprise priority – make it yours as well

- Examine everything you do through an S/4 lens.
    o New projects: Timing of implementation, in relation to S/4
    o Upgrade projects: How will they interact with S/4? Can they wait until S/4 is live in U.S. / Canada / Export?
    o Staffing: Making your people available, if needed, to help with testing. Making them available to be trained
    o Advocacy: Voice your support!
- Prepare for business disruption in 2023
    o Conducting electronic transactions
    o Interacting with OTC, Supply Chain, Finance systems
    o Map out where your work will touch S/4, and plan for impact
        ▪ Conducting as much business as possible before Freeze
        ▪ Temporary workarounds
        ▪ Preparing for when the switch is turned on

THE CLOSE

- This is a necessary change—it will be challenging, but we will get through it and emerge better for having gone through with it. I am confident in your abilities and willingness to embrace this change.
- We will be more agile, more intuitive, better able to meet customer and consumer needs
- You are leaders – be champions for the S/4 project