SAP INNOVATION DAY FOR
SUPPLY CHAIN

RIDING INTO THE FUTURE

WITH PON.Bike

KEEP PEOPLE, CITIES AND INDUSTRIES MOVING –EFFICIENTLY AND SUSTAINABLY.

Gerco Oosterink

Global Director Supply Chain & Outsourcing
Pon.Bike Operations

Pon as a multi-modal mobility provider
Selection of strategic M&A moves 2021-2024 Pon in mobility

Acquired importer & retail rights for Audi and for Jaguar Land Rover in Vietnam

Europcar co-owner to transform to innovative mobility platform

Full divestment Industrial Mobility cluster in line with CSR / ESG ambitions

Sale of 49% stake in Bike Mobility Services to VWFS

Pon as a multi-modal mobility provider

Selection of strategic M&A moves 2021-2024 Pon in mobility

- 250,000 people are using Swapfiets
- 600,000 leasing contract in EU & US

200,000 people use our mobility card

- 100,000 users of shared Mobility daily

Over 30% of all our bikes sold is an e-bike

Over 80,000 electric cars delivered in NL

25 high-end dealerships in the US

Leading bicycle company in the world

Over 6,000 shared scooters in NL

Pon.Bike: world's leading bicycle company

Cycling continues to enjoy strong tailwinds

Urbanization
Urbanization rate to reach 70% globally & over 80% in Europe by 2050, driving demand for short trips, congestion up

Sustainability
Emission commitments accelerate move towards low CO_2 & circular urban mobility, driving fossil mobility costs up
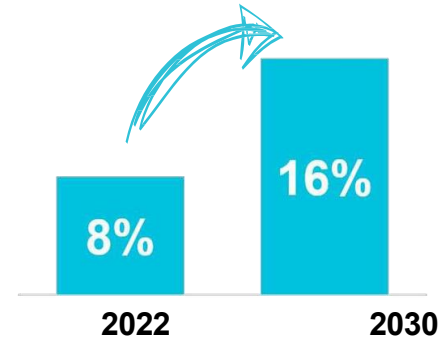
Health & fun
Growing popularity of cycling as a healthy and fun means of exercise and transportation

Regulation
EU / Federal, country / state & cities invest in subsidies & bike infra (e.g., €1.1B by 2030 in NL) & disincentivize car (e.g., parking)

Bicycle modal share ambition of 41 European countries[1]

8% — 2022
16% — 2030

" *We're tearing down barriers that stand between people and the benefits of biking*
— Pete Buttigieg,
US Secretary of Transportation

LITHUANIA – BASED ON PROVEN CONCEPTS

Our Lithuanian facility is a 'copy' of our successful factories in Dieren and Emstek.
With one standard setup, a harmonized way of working, and a unified IT landscape, we can create maximum manufacturing flexibility. And with every new facility, we continuously improve our processes and enhance internal cooperation to the benefit of PON.Bike.

ONE
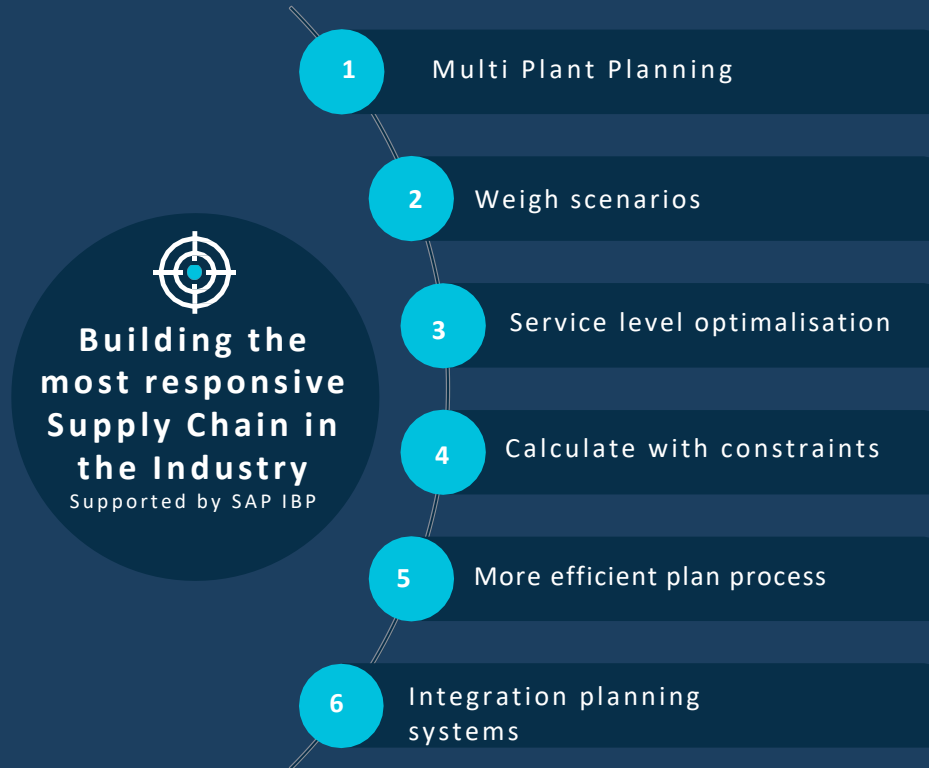STANDARD FACTORY SETUP

ONE
HARMONIZED WAY OF WORKING

ONE
UNIFIED MANUFACTERING IT LANDSCAPE

Building the Most Responsive Supply Chain

Building the most responsive Supply Chain in the Industry
Supported by SAP IBP

1. Multi Plant Planning
2. Weigh scenarios
3. Service level optimalisation
4. Calculate with constraints
5. More efficient plan process
6. Integration planning systems

Reasons for Implementation of SAP IBP:

- ► S&OP Teams need PON.Bike multi-site integration Scenario Planning to Build a Responsive Supply Chain

- ► Current Demand Planning Software at Gazelle is No Longer Serviced by the Supplier as of 2023 (Legacy)

- ► **Building the Most Responsive Supply Chain:** SAP IBP harmonizes the demand planning and S&OP processes for all PON.Bike brands (multi-site planning).

- ► SAP IBP Facilitates the Process of Stock Management of Finished Products and Components

- ► With SAP IBP, the Process Becomes More Compelling (Conscious Steps Where We Can Optimize Through Scenario Planning and Financial Optimization)

- ► SAP IBP Offers Consolidated Numbers at the PON.Bike Level Across All Brands

S&OP Template Across All PON.Bike Brands
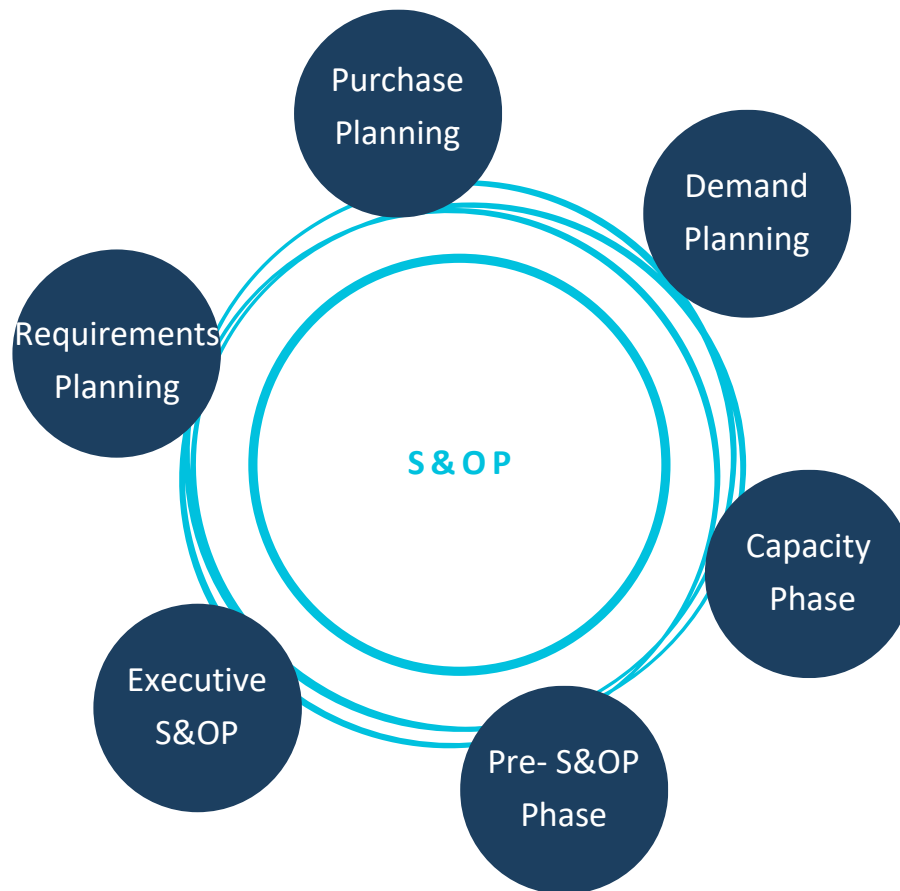
Project Evaluation and Learnings

- ❑ Supply Chain Vision Pon.Bike - not integral part of project scope
- ❑ Project Governance not in accordance with program size
- ❑ Project ownership and accountability lacking at the start
- ❑ Business Change Management not enough part of scope
- ❑ Availability of resources and capacity within SC and IT organization
- ❑ Too much focus on implementation at existing situation

SAP IBP -Experiences so far/ Learnings/Status update

Where are we now:

- Technical live, with some implementation business issues
- Close to fully live for core process
- Opportunities to maximize full use (especially financials)
- Finetuning the correct calculation of key metrics
- Finetuning templates

What went well:

- Data integration front-end setup and ERP changes
- Communication, support, and problem solving
- Enough time for thorough design thinking
- Team commitment and knowledge sharing
- SAP IBP support calls (hypercare, quick fixes, feedback)

Could have done better:

- Understanding of possibilities/scope
- Testing the product, transition and training
- Access to correct master data and validation
- Clear documentation on working instructions
- Visualization of key design decisions/impact on Business
- Early sales / finance involvement
- capacity key users and IT-department

Learnings after Go Live:

- Easy to use Excel add-in
- Clear insights into historical forecast
- Replacing many non-SAP reports/databases
- Status issues addressed not communicated at the same time
- Scenarios on detailed sales input
- Fast insights for Demand Planning

Thank You!