



Transformation Plan 1.0 ExampleCustomer GmbH

Summary of SAP S/4HANA Adoption Starter Engagement

February 2020

Confidential

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Transformation Plan 1.0 ExampleCustomer GmbH– Management Summary

WHY? Business evaluation

3 most relevant Lines of Business related to the most important value drivers and key / process performance indicators have been selected for further evaluation:

- | Finance
- | Sales
- | Asset Management

Innovation Case

Several helpful new S/4HANA capabilities have been identified for further evaluation to improve the most relevant value drivers, e.g.

- | Financial Shared Services Management to reduce finance cost
- | Sales monitoring and analytics to improve on-time delivery and increase sales force efficiency
- | Maintenance planning and scheduling to reduce asset data management cost

Efficiency Case

More than 3 key / process performance indicators with improvement potential have been identified, e.g.:

- | Reduction of open items on goods receipt / invoice receipt clearing accounts to reduce finance costs
- | Reduction sales order items overdue for invoicing to reduce days sales outstanding
- | Reduction of missing fields in incomplete orders to increase sales force efficiency
- | Reduction of work orders in phase released to reduce asset data management cost

WHAT? Technical evaluation

Target Products

- | The assumption for the study is that the functional areas Finance, Asset Management, Sales, Service and Sourcing and Procurement build up the digital core
- | Consolidation of Core systems from 2 central systems for North America and Europe into 1 single instance
- | Main product recommendations to shift from ERP to S/4HANA, overall 11 recommended products
- | All currently used ERP capabilities have confirmed coverage by recommended landscape. 15 additionally required capabilities selected for the recommended landscape

System Readiness

- | Add-on compatibility: 1 unknown item from a 3rd party vendor
- | High number of 72 relevant simplification items (deep dive analysis recommended)
- | Custom code needs to be adapted (deep dive analysis recommended)
- | Initial memory requirement for HANA is ~1,6 TB without future growth considered. Fits very well into currently available single hardware nodes.
- | Analysis of the business KPIs shows significant improvement opportunity in process automation and old transactional backlog

Efficiency Case

- | Compared to a reference project, the transition is assessed to have a positive TCO impact of -18% – mainly based on lower implementation cost

HOW? Transformation evaluation

Approach

- | Conversion vs. Greenfield evaluation shows tendency for conversion approach
- | The current system version supports a 1-step conversion of the leading system from a technical perspective. However, the requirement of historic data from consolidated systems needs to be explored to define transition approach and data migration strategy.

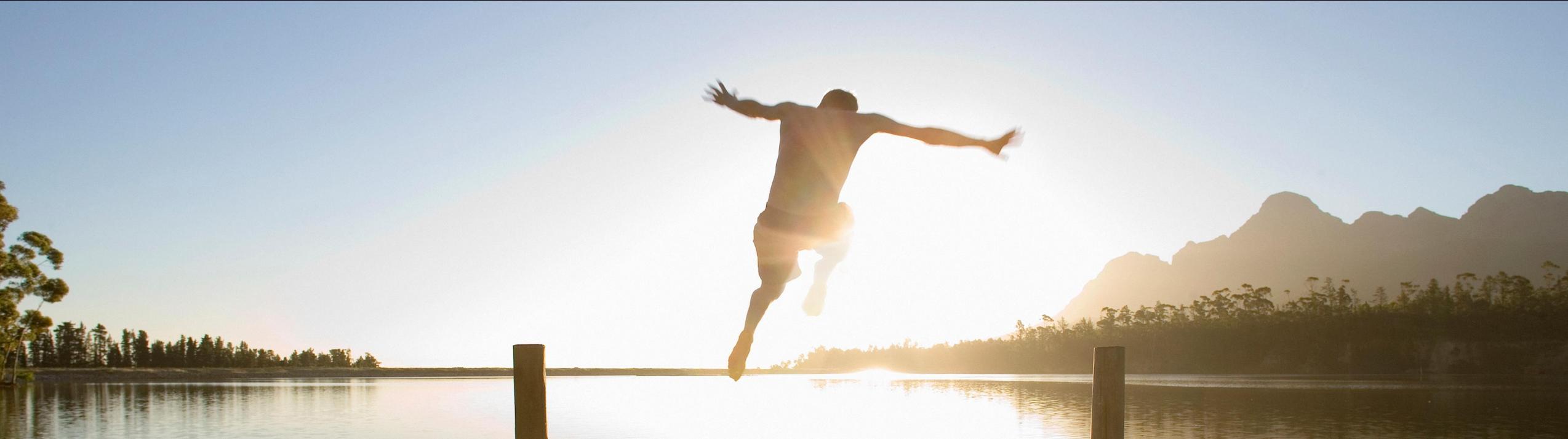
Sequencing

- | Public cloud transitions planned for SAP Concur
- | Conversion cycles of ERP to S/4HANA move:
 - n PRD to S/4HANA Sandbox
 - n DEV to S/4HANA DEV
 - n QA to S/4HANA QA
 - n PRD Conversion

Project plan

- | High level project plan available for conversion approach
- | Overall time schedule until beginning of 2024
- | Finalization of SAP S/4HANA transition for the leading system estimated by mid of 2022

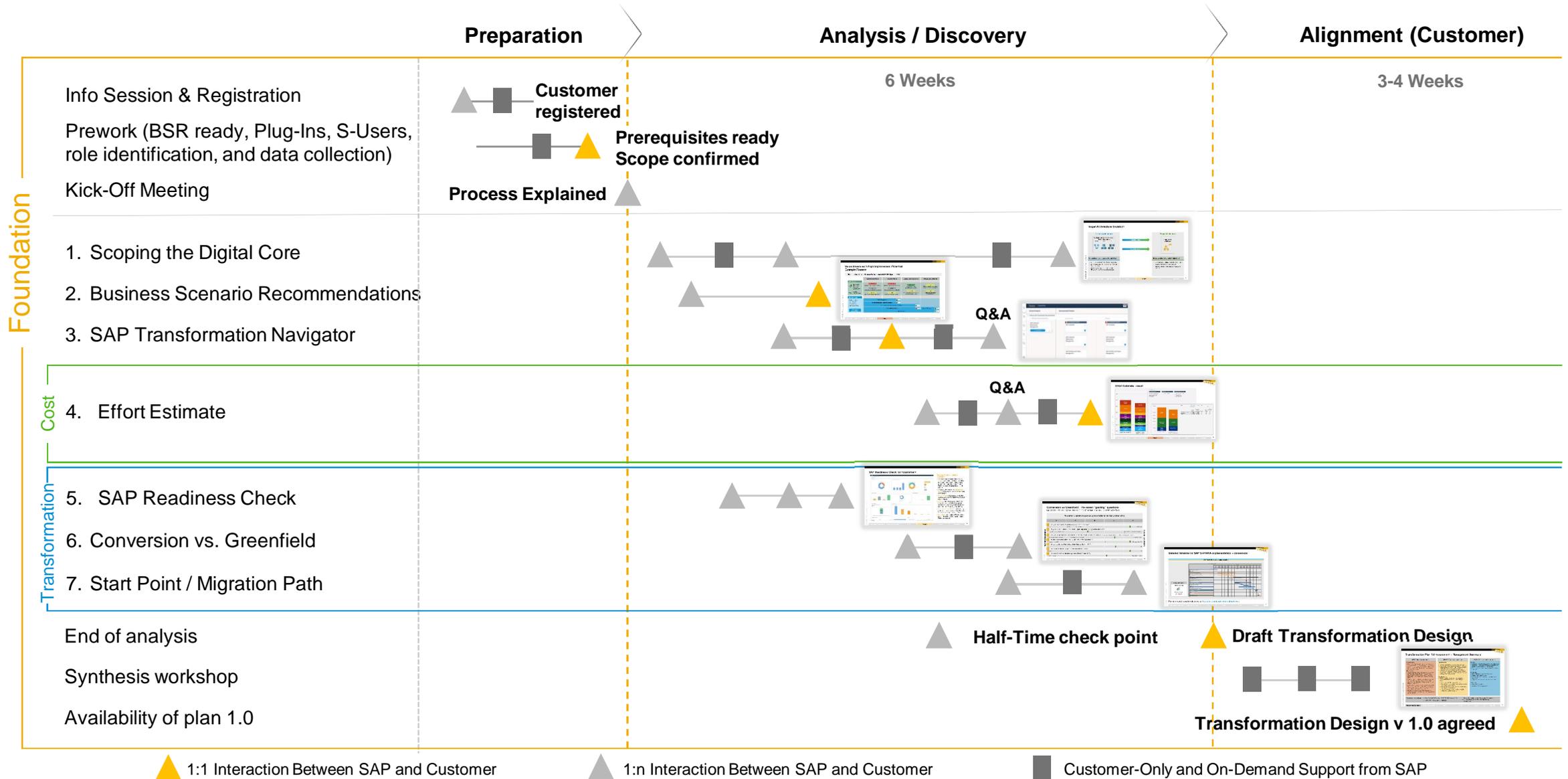
Scope and Approach



S/4HANA Adoption Starter Engagement – Scope & Packages

| | | Scope | How it works |
|----------------|--|---|---|
| Foundation | 1. Scoping the Digital Core | Current landscape and basic target architecture + Instance consolidation candidate check |  |
| | 2. SAP Business Scenario Recommendations | Current business process performance assessed, currently used capabilities with SAP S/4HANA enhancements + additional SAP S/4HANA capabilities identified |  |
| | 3. SAP Transformation Navigator | All current products mapped to up-to-date SAP portfolio viewed from BOM, value driver and transition type perspective |  |
| Cost | 4. Effort Estimate | Establish first rough effort estimate based on TCO Framework for the SAP S/4HANA transition |  |
| Transformation | 5. SAP Readiness Check | SAP S/4HANA readiness of your ERP System in 10 technical areas (e.g. modifications, simplification items, HANA sizing) |  |
| | 6. Conversion vs. Greenfield | S/4HANA transition approach trade off evaluation |  |
| | 7. Start Point / Migration Path | Major product and instance transition sequencing |  |

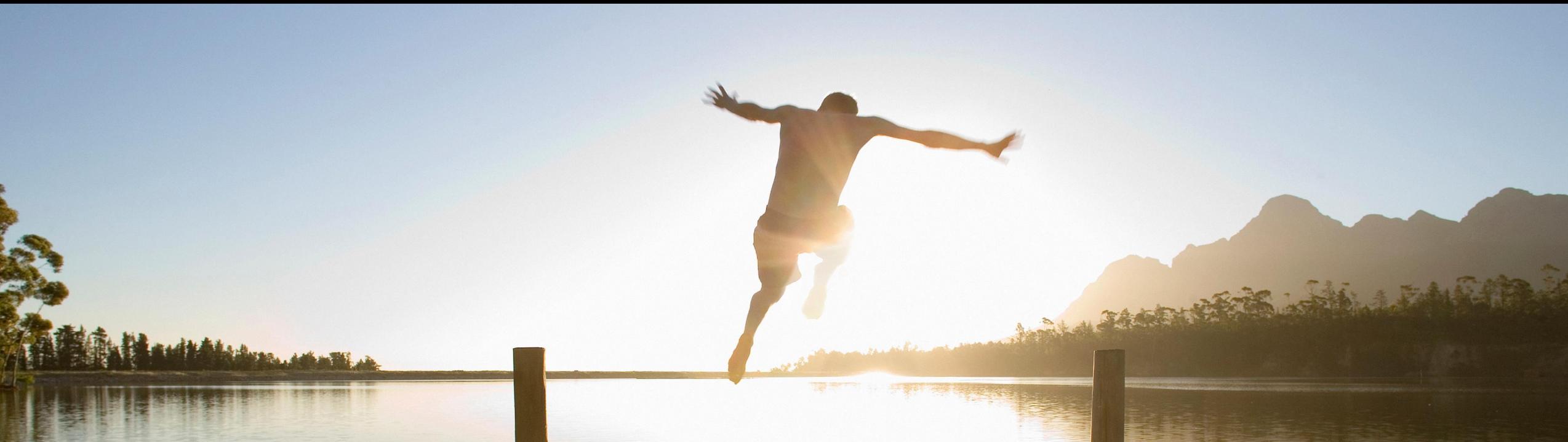
SAP S/4HANA Adoption Starter Engagement – Schedule



Business evaluation – Why?

Why = Innovation case + Efficiency case

- | Industry innovation trends
- | Capabilities with Process Enhancements
- | Additional capabilities
- | Relevant value driver and improvement potential
- | Baselining result and tracking approach



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- | Maintenance planning and scheduling to reduce asset data management cost

Conclusion

- | Transfer of applicable and helpful new S/4HANA capabilities to SAP Transformation Navigator (section “Additional capabilities”)

Efficiency Case

More than 3 key / process performance indicators with improvement potential have been identified, e.g.:

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Conclusion

- | Relevant scenarios identified
- | Depiction of dependency between process performance issues and helpful capabilities

Next steps / action items

- | Deep Dive into new applicable capabilities
- | Extend usage scenarios for existing capabilities

Industry Trends

Trends in Telecommunications Industry:



Key Challenges within your industry

Disruption and competition

- Moving from commodity
- To differentiation

Business model innovation

- Moving from a pure connectivity
- To a digital mindset

Next generation networks

- Moving from a hardware based model
- To a flexible, tailored model



Key Trends within your industry

Operational excellence

- Compete effectively thanks to superior operational processes
- Increase automation rates
- Blend effectively digital and human labor

Revenue stream diversification

- Expand the portfolio of digital services
- Invent new business models
- Penetrate new markets

Intelligent connectivity

- 5G: Networks become smarter, virtual and with zero latency
- Leverage new technologies to drive innovation and invent new business models



Key Value Drivers within your industry

Optimize market to order

- Reduce asset service and maintenance cost
- Reduce unplanned asset downtime

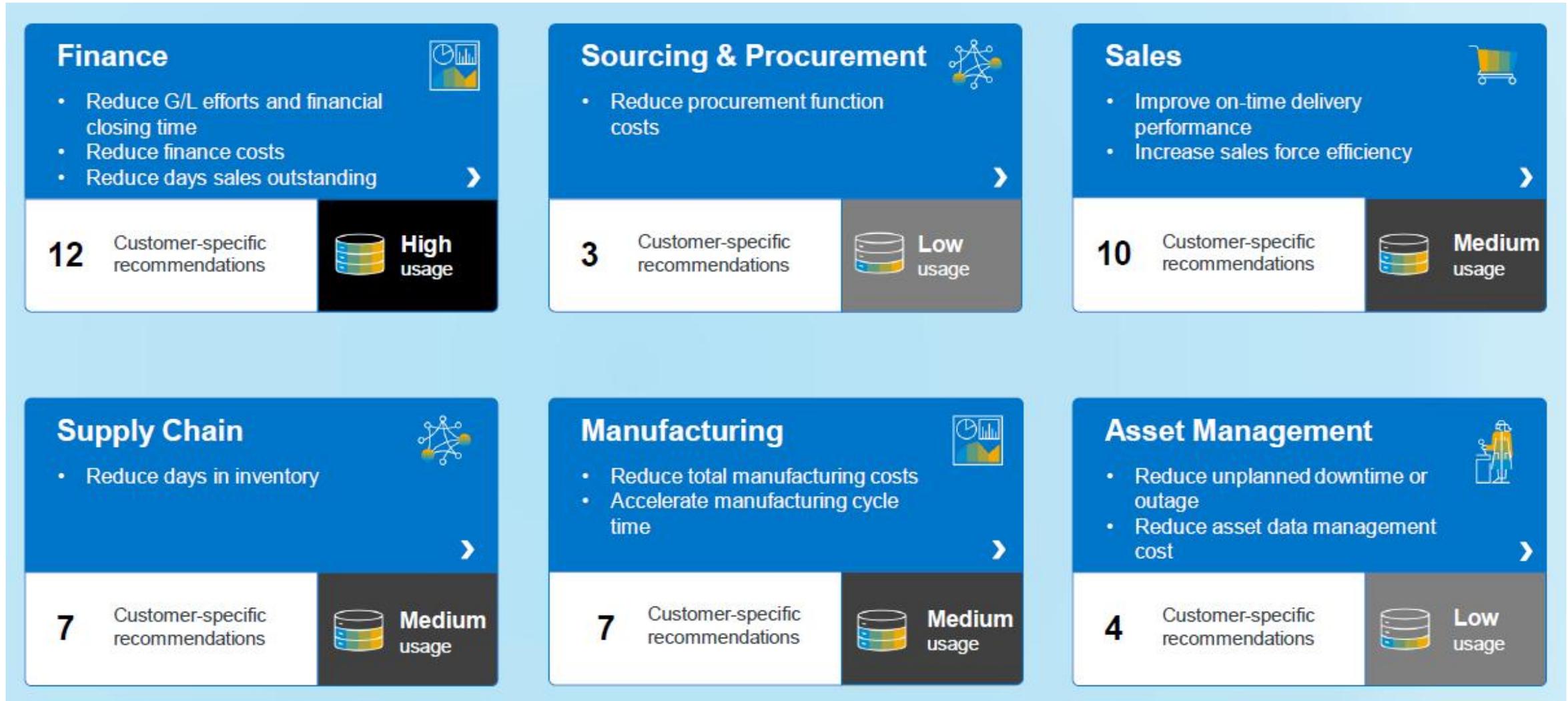
Asset performance and intelligence

- Reduce asset service and maintenance cost
- Reduce unplanned asset downtime

Improve order to cash

- Reduce the day sales outstanding
- Reduce bad debt write-offs
- Reduce receivable management costs

Relevant Value Drivers and S/4HANA Improvement Potential Identified



Value Drivers with High Improvement Potential

LoB Finance (1/2)

Finance: Your Current Process Performance in SAP ERP System "P01"

| | Accounts Receivables | Accounts Payables | General Ledger Accounting | Product Cost Controlling |
|---|---|--|--|--|
| Value Drivers: | | | | |
|  <p>Reduce G/L Efforts And Financial Closing Time</p> | <p>23.049</p> <p><u>Overdue & open finance AR items »</u></p> | <p>22.395</p> <p><u>Overdue & open finance AP items »</u></p> | <p>3.883.179</p> <p><u>Open items on finance general ledger accounts »</u></p> | <p>No data</p> <p>Failed component consumptions during order confirmation</p> |
|  <p>Reduce Finance Costs</p> | <p>No data</p> <p>Customer payments autom. cleared</p> <p>356</p> <p><u>Bank statements not compl. posted »</u></p> | <p>No data</p> <p>Vendor payments autom. cleared</p> <p>3.537</p> <p><u>PO items created after invoice »</u></p> | <p>257.937</p> <p><u>Open items on goods receipt/invoice receipt clearing accounts »</u></p> | <p>No data</p> <p>Errors during production order settlement</p> |
| How SAP helps: | | | | |
| <p>Build an intelligent enterprise with recommended SAP S/4HANA business scenarios.</p> <p>All innovation recommendations »</p> | <p>Cash Management »  ★★</p> | | | |
| | <p>Payments and Bank Communications »  ★★</p> | | | |
| | <p>Financial Shared Services Management »  ★★</p> | | | |
| | <p>Financial Accounting »  ★★</p> | | | <p>Product Costing »  ★★</p> |
| | <p>Entity Close »  ★</p> | | | |

Value Drivers with High Improvement Potential

LoB Finance (2/2)

Finance: Your Current Process Performance in SAP ERP System "P01"

| | Sales Order Creation | Outbound Delivery Creation | Posting Goods Issue | Invoice Creation | Incoming Payment |
|--|--|------------------------------|--|---|---|
| Value Driver:  Reduce Days Sales Outstanding | 468.004 <u>Sales order items overdue for invoicing »</u> | | 137.595 <u>Delivery items shipped and not billed »</u> | No data Lead time: Invoice creation to clearing 23.049 <u>Overdue & open finance AR items »</u> | No data Customer payments automatically cleared 356 <u>Bank statements not completed posted »</u> |
| How SAP helps: Build an intelligent enterprise with recommended SAP S/4HANA business scenarios. All innovation recommendations » | Sales Billing » | | | Payments and Bank Communications » | Accounts Receivables » |
| | Sales Order Management and Processing » | | | | Collections Management » |
| | | Delivery Management » | | | |

Value Drivers with High Improvement Potential

LoB Sales

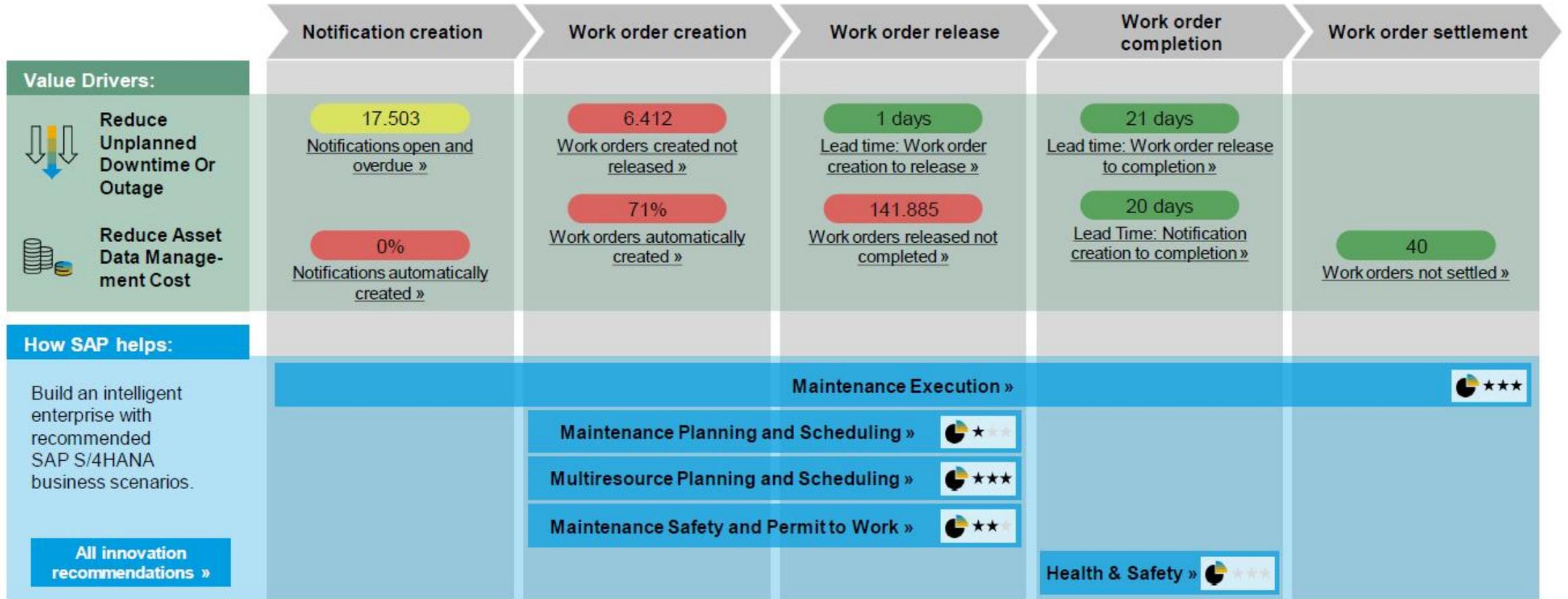
Sales: Your Current Process Performance in SAP ERP System "P01"

| | Sales Order Creation | Outbound Delivery creation | Posting Goods Issue |
|---|--|--|--|
| Value Drivers: | | | |
|  Improve On-Time Delivery Performance | <p>7.799</p> <p>Sales schedule lines could not be confirmed for the requested delivery date »</p> | <p>No data</p> <p>Lead time: Order creation to delivery</p> <p>0%</p> <p>Deliveries automatically created »</p> | <p>0 hours</p> <p>Lead time: Delivery creation to goods issue »</p> |
|  Increase Sales Force Efficiency | <p>11.100</p> <p>Manual price condition changes on sales orders »</p> <p>727.869</p> <p>Missing fields in incomplete orders »</p> <p>2.198</p> <p>Rejected sales order items »</p> | | |
| How SAP helps: | | | |
| Build an intelligent enterprise with recommended SAP S/4HANA business scenarios. | Sales Monitoring and Analytics »  | | |
| | Sales Order Mgmt. & Processing »  | Inventory Analytics and Control »  | |
| | | Delivery Management  | |
| | | Advanced Available to Promise »  | |
| | All innovation recommendations » | Price Management »  | Transportation Management »  |

Value Drivers with High Improvement Potential

LoB Asset Management

Asset Management: Your Current Process Performance in SAP ERP System "P01"



Currently used Capabilities with identified SAP S/4HANA Process Enhancements

Finance

| SAP S/4HANA BUSINESS SCENARIO | YOUR CURRENT USAGE INTENSITY | BASED ON USAGE OF TRANSACTIONS |
|---|------------------------------|--------------------------------|
| Financial Accounting | ★★★ | 34 |
| Sales Order Management and Processing | ★★★ | 15 |
| Sales Billing | ★★★ | 9 |
| Delivery Management | ★★★ | 5 |
| Cash and Liquidity Management | ★★★ | 4 |
| Convergent Invoicing | ★★★ | 2 |

Sales

| SAP S/4HANA BUSINESS SCENARIO | YOUR CURRENT USAGE INTENSITY | BASED ON USAGE OF TRANSACTIONS |
|---|------------------------------|--------------------------------|
| Sales Master Data Management | ★★★ | 28 |
| Sales Order Management and Processing | ★★★ | 15 |
| Sales Billing | ★★★ | 9 |
| Delivery Management | ★★★ | 5 |
| Sales Quotation Management | ★★★ | 6 |
| Price Management | ★★★ | 5 |

Manufacturing

| SAP S/4HANA BUSINESS SCENARIO | YOUR CURRENT USAGE INTENSITY | BASED ON USAGE OF TRANSACTIONS |
|--|------------------------------|--------------------------------|
| External Processing | ★★★ | 3 |
| Production Control | ★★★ | 1 |
| Subcontracting | ★★★ | 1 |
| Material Requirements Planning | ★★★ | 1 |
| Production Execution | ★★★ | 1 |
| Quality Improvement | ★★★ | 1 |

Sourcing and Procurement

| SAP S/4HANA BUSINESS SCENARIO | YOUR CURRENT USAGE INTENSITY | BASED ON USAGE OF TRANSACTIONS |
|--|------------------------------|--------------------------------|
| Purchase Order Processing | ★★★ | 10 |
| Purchase Contract Management | ★★★ | 6 |
| Invoice Processing | ★★★ | 1 |

Supply Chain

| SAP S/4HANA BUSINESS SCENARIO | YOUR CURRENT USAGE INTENSITY | BASED ON USAGE OF TRANSACTIONS |
|---|------------------------------|-----------------------------------|
| Delivery Management | ★★★ | 5 |
| Goods Movement | ★★★ | 2 |
| Warehouse Management | ★★★ | 4 |
| Available to Promise | ★★★ | 3 |
| Extended Warehouse Management | ★★★ | Usage of related application area |
| Advanced Available to Promise | ★★★ | Usage of related application area |

Asset Management

| SAP S/4HANA BUSINESS SCENARIO | YOUR CURRENT USAGE INTENSITY | BASED ON USAGE OF TRANSACTIONS |
|---|------------------------------|--------------------------------|
| Maintenance Execution | ★★★ | 5 |
| Multiresource Maintenance Planning and Scheduling | ★★★ | 5 |
| Maintenance Safety and Permit to Work | ★★★ | 4 |
| Maintenance Planning and Scheduling | ★★★ | 4 |

Currently used Capabilities with identified SAP S/4HANA Process Enhancements – Example with Details

Financial Accounting

Business Scenario Description

Provide a single source of truth for general ledger and subledger applications and real-time integration to logistics with a full audit trail.
Enable self-service analytics directly from highly-granular operational data.



Your Usage Intensity



Industry Popularity

Value Drivers

- **Reduce G/L & financial closing costs**
Support fast, peer-to-peer intercompany reconciliation, single source of truth and automating closing tasks
- **Reduce audit costs**
Enable standardization and automation within audit management processes
- **Reduce days to close annual books**
Support fast, peer-to-peer intercompany reconciliation; automating closing tasks; and increasing user efficiency

What's new in SAP S/4HANA

- **Universal ledger**
SAP S/4HANA provides a single, universal ledger that simplifies all accounting processes.
- **Simplified and streamlined process and purchase order accruals**
Massive efficiencies are enabled by removing redundant steps and streamlining integration.
NEW with SAP S/4HANA 1909: Purchase order accruals are now available.
- **Built-in innovations**
Built-in innovations such as SAP CoPilot and machine learning apps further increase the release of tremendous value by freeing up scarce human capital to focus on producing real business insight rather than mere data manipulation.

More details for ALL capabilities can be found in the “SAP Business Scenario Recommendations for SAP S/4HANA” report created for you.

Additional SAP S/4HANA Capabilities to be Considered

Finance

| SAP S/4HANA BUSINESS SCENARIO | INDUSTRY POPULARITY |
|--|---------------------|
| Product Costing | ★★★ |
| Cash Management | ★★★ |
| Collections Management | ★★★ |
| Commodity Sales | ★★★ |
| Corporate Close | ★★★ |
| Credit and Collection Management | ★★★ |
| Credit Evaluation and Management | ★★★ |

Sales

| SAP S/4HANA BUSINESS SCENARIO | INDUSTRY POPULARITY |
|--|---------------------|
| Sales Monitoring and Analytics | ★★★ |
| Sales Rebate Management | ★★★ |
| Claims, Returns, and Refund Management | ★★★ |
| Account and Contact Management | New |
| Activity Management | New |
| Inventory Analytics and Control | New |
| Opportunity Management | New |

Manufacturing

| SAP S/4HANA BUSINESS SCENARIO | INDUSTRY POPULARITY |
|---|---------------------|
| Just-In-Time Processing | ★★★ |
| Production Scheduling | ★★★ |
| Manufacturing Analytics | ★★★ |
| Production BOM Management | ★★★ |
| Quality Inspection | ★★★ |
| Quality Planning | ★★★ |

Sourcing and Procurement

| SAP S/4HANA BUSINESS SCENARIO | INDUSTRY POPULARITY |
|--|---------------------|
| Real-Time Reporting and Monitoring | ★★★ |
| Requirements Processing | ★★★ |
| Spend Visibility | ★★★ |
| Self-Service Requisitioning | ★★★ |
| Central Purchase Contract Processing | New |
| Central Purchasing | New |
| Central Purchasing Analytics | New |

Supply Chain

| SAP S/4HANA BUSINESS SCENARIO | INDUSTRY POPULARITY |
|---|---------------------|
| Inventory Analytics and Control | New |

Asset Management

| SAP S/4HANA BUSINESS SCENARIO | INDUSTRY POPULARITY |
|--|---------------------|
| EHS Incident Management | ★★★ |
| Environment Management | ★★★ |
| Health and Safety Management | ★★★ |
| Management of Change | ★★★ |

Additional SAP S/4HANA Capabilities to be Considered

Example with Details

Sales Monitoring and Analytics

Business Scenario Description

Plan and monitor sales with greater accuracy and completeness. Predict sales accurately and set realistic goals with real-time planning and analysis.



Industry Popularity

Value Drivers

- **Reduce ad-hoc report generation effort**
Access role-based, real-time data at any time
- **Reduce marketing analytics spend**
Use high-quality, readily available customer data
- **Reduce sales and operations planning cost**
View historical, real-time, and projected operational performance

What's new in SAP S/4HANA

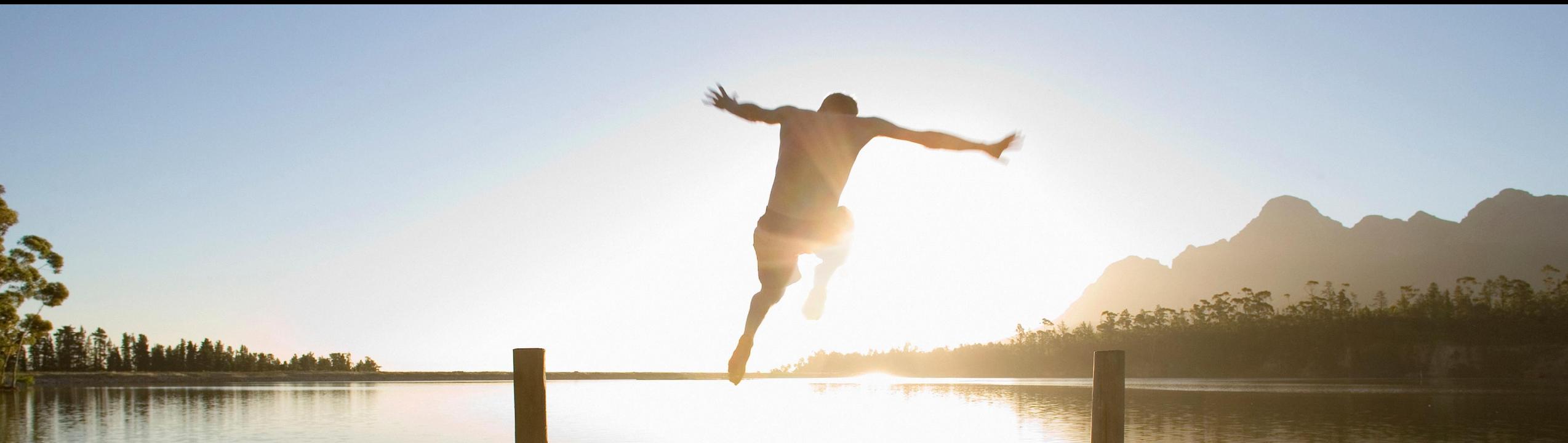
- **New user experience**
New SAP Fiori apps have been made available to ensure a better user experience.
- **Real time embedded analytics**
Analytics capacities have been optimized and enhanced with real time analytics which is embedded into SAP S/4HANA.
- **1909 release highlight: Predictive analytics**
NEW with SAP S/4HANA 1909: Added intelligence enhances the sales and distribution processes. Monitoring delivery performance using predictive analytics in SAP S/4HANA allows for in-time supply of procurement processes to transportation planning, picking, packing, and shipping in the delivery process.

More details for ALL additional capabilities can be found in the “SAP Business Scenario Recommendations for SAP S/4HANA” report created for you.

Technical evaluation – What?

What: Target Products à Target Instances

- | Mid-term target architecture
- | Scope-based product recommendations
- | Definition of digital core
- | Instance consolidation plan
- | Backlog of technical preparation needs
e.g. custom code, simplifications
- | Business process improvement potential
- | Effort estimate



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- | Main product recommendations to shift from ERP to S/4HANA, overall 11 recommended products
- | All currently used ERP capabilities have confirmed coverage by recommended landscape. 15 additionally required capabilities selected for the recommended landscape

Conclusion

- | Follow-up with Account Executive

System Readiness

- | Add-on compatibility: 1 unknown item from a 3rd party vendor
- | High number of 72 relevant simplification items (deep dive analysis recommended)
- | Custom code needs to be adapted (deep dive analysis recommended)
- | Initial memory requirement for HANA is ~1,6 TB without future growth considered. Fits very well into currently available single hardware nodes.
- | Analysis of the business KPIs shows significant improvement opportunity in process automation and old transactional backlog

Conclusion

- | Deep dive analysis recommended

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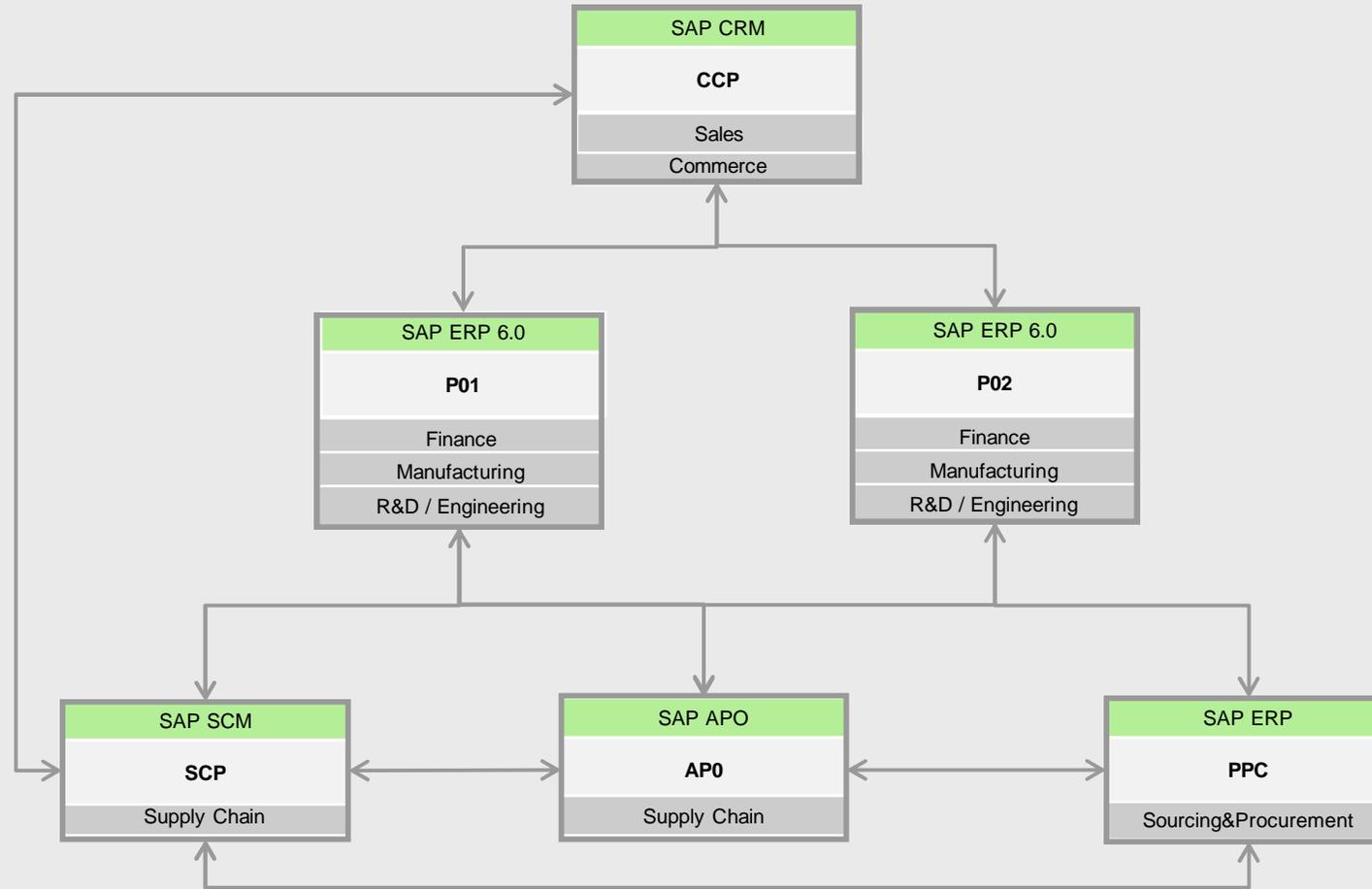
Conclusion

- | Follow-up recommended

Next steps / action items

- | Set up project for in depth analysis of simplification items
- | Set up project for in depth analysis of custom code
- | Set up project to determine final sizing
- | Follow-up on action items to improve business KPIs

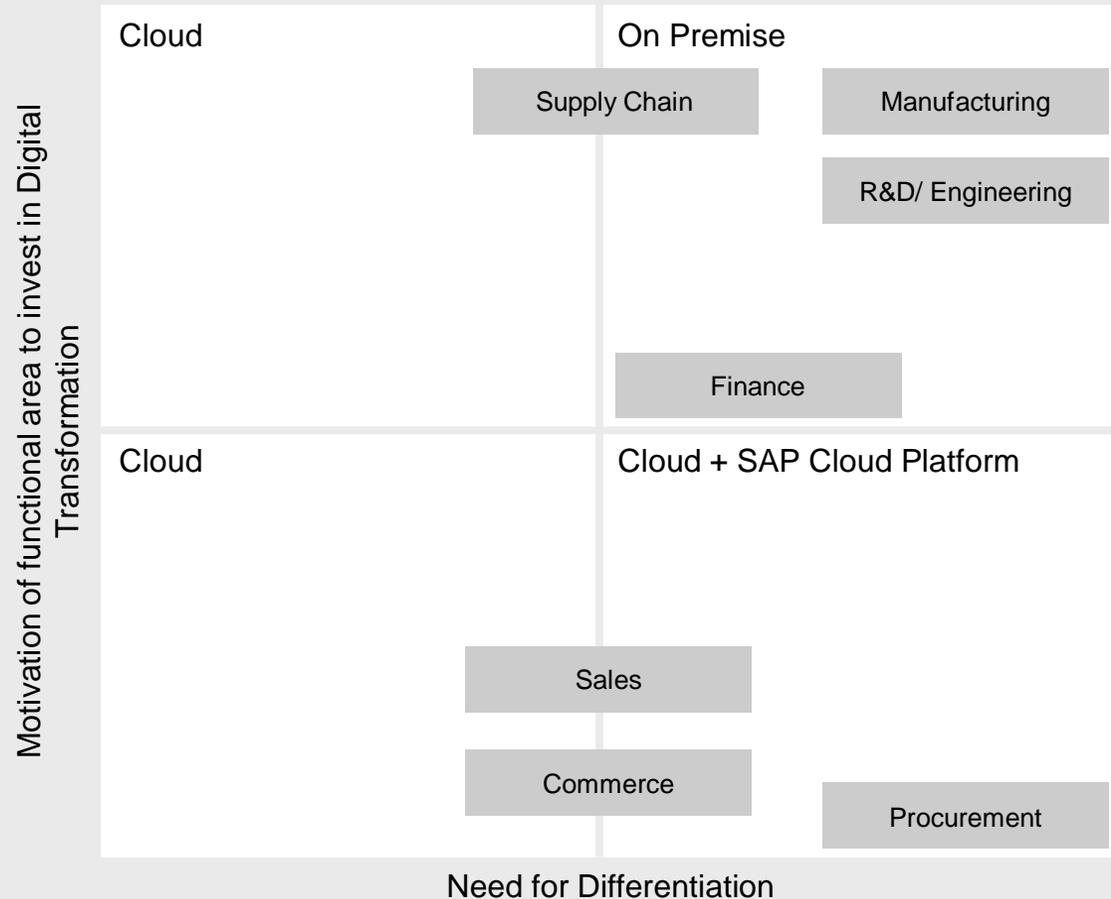
Analysis Result Current Landscape



Business Role and Requirements

| Functional Area | Need for differentiation (compared to competitors) | Happiness with status quo | Radicality of expected future change (Business perspective) | Importance of privacy | Motivation to invest in Digital Transformation | Estimated transition effort* <small>*involvement of functional area due to product changes</small> | Comment |
|--------------------------|--|---------------------------|---|-----------------------|--|---|-----------------------------------|
| Commerce | medium need | high happiness | low radicality | high importance | Low | high | C/4HANA to be explored later |
| Finance | low need | high happiness | low radicality | low importance | medium | medium | |
| Manufacturing | high need | medium happiness | medium radicality | high importance | high | medium | |
| R&D/ Engineering | high need | High happiness | low radicality | high importance | high | low | |
| Sales | medium need | low happiness | low radicality | medium importance | low | high | C/4HANA to be explored later |
| Sourcing and Procurement | high need | medium happiness | low radicality | low importance | low | medium | |
| Supply Chain | medium need | low happiness | medium radicality | high importance | high | high | Aligned on the anticipated effort |

Cloud Affinity Matrix



Implication:

- | Sourcing & Procurement: Mismatch between Need for Differentiation / motivation to invest in Digital Transformation à Clarification needed
- | Only 2 functional areas require OnPremise due to need for differentiation. Discuss possible scenarios, e.g. Functional split
- | Supply Chain may be split between S/4HANA for gATP and PP/DS and Integrated Business Planning for DP and SNP

Used Products and Capabilities with Recommendations (1/2)

| Current Product | Line of Business | Business Area | Capability used | Deployment Preference | Recommended Product | Recommended Capability |
|--------------------------------------|--------------------------|---------------------------------------|---------------------------------------|-----------------------|----------------------------|--|
| SAP Customer Relationship Management | Sales | Quote, Order, and Contract Management | Sales Order Management and Processing | On Premise | SAP S/4HANA | Sales Order Management and Processing (S/4 OP) |
| SAP Customer Relationship Management | Sales | Quote, Order, and Contract Management | Sales Quotation Management | On Premise | SAP S/4HANA | Sales Quotation Management (S/4 OP) |
| SAP ERP | Finance | Order to Cash | Accounts Receivable | On Premise | SAP S/4HANA | Accounts Receivable with Automated Line Item Matching (S/4 OP, Leonardo) |
| SAP ERP | Finance | Order to Cash | Accounts Receivable | On Premise | SAP Cash Application | Accounts Receivable with Automated Line Item Matching (S/4 OP, Leonardo) |
| SAP ERP | Finance | Procure to Pay | Accounts Payable | On Premise | SAP S/4HANA | Accounts Payable (S/4 OP) |
| SAP ERP | Finance | Procure to Pay | Invoice Processing | On Premise | SAP S/4HANA | Invoice Processing (S/4 OP, Leonardo) |
| SAP ERP | Sales | Quote, Order, and Contract Management | Sales Billing | On Premise | SAP S/4HANA | Sales Billing (S/4 OP) |
| SAP ERP | Sales | Quote, Order, and Contract Management | Sales Contract Management | On Premise | SAP S/4HANA | Sales Contract Management (S/4 OP) |
| SAP ERP | Sales | Quote, Order, and Contract Management | Sales Order Management and Processing | On Premise | SAP S/4HANA | Sales Order Management and Processing (S/4 OP) |
| SAP ERP | Sales | Revenue Management | Convergent Invoicing | On Premise | SAP S/4HANA | Convergent Invoicing (S/4 OP) |
| SAP ERP | Sourcing and Procurement | Invoice Management | Accounts Payable | On Premise | SAP S/4HANA | Accounts Payable (S/4 OP) |
| SAP ERP | Sourcing and Procurement | Invoice Management | Invoice Processing | On Premise | SAP S/4HANA | Invoice Processing (S/4 OP, Leonardo) |
| SAP ERP | Sourcing and Procurement | Operational Procurement | Purchase Order Processing | On Premise | SAP S/4HANA | Purchase Order Processing (S/4 OP) |
| SAP ERP | Supply Chain | Logistics | Goods Movement | On Premise | SAP S/4HANA | Goods Movement (S/4 OP) |
| SAP ERP | Supply Chain | Logistics | Delivery Management | On Premise | SAP S/4HANA | Delivery Management (S/4 OP) |
| SAP NetWeaver | Analytics | Business Intelligence | Enterprise Data Warehouse | On Premise | SAP BW/4HANA | Enterprise Data Warehouse (BW/4, SAP HANA) |
| SAP NetWeaver | Analytics | Business Intelligence | Enterprise Data Warehouse | On Premise | SAP HANA, platform edition | Enterprise Data Warehouse (BW/4, SAP HANA) |

Used Products and Capabilities with Recommendations (2/2)

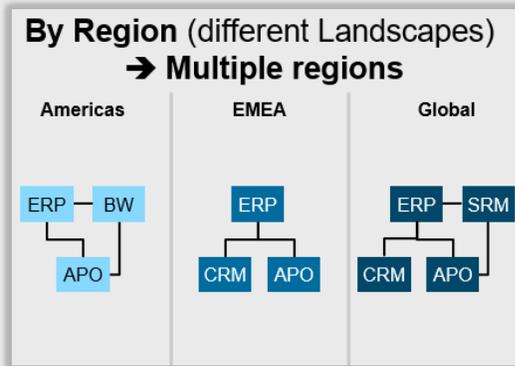
| Current Product | Line of Business | Business Area | Capability used | Deployment Preference | Recommended Product | Recommended Capability |
|-----------------|---|---|--------------------------------|-----------------------|--|--|
| SAP NetWeaver | Application Platform and Infrastructure | Application Platform | ABAP | On Premise | SAP NetWeaver Application Server for ABAP innovation package | ABAP (NW ABAP) |
| SAP NetWeaver | Application Platform and Infrastructure | Content, Collaboration, and Output Management | Print and Interactive Forms | On Premise | SAP NetWeaver | Print and Interactive Forms (NW) |
| SAP NetWeaver | Database and Data Management | Data Management for Analytics | Enterprise Data Warehouse | On Premise | SAP BW/4HANA | Enterprise Data Warehouse (BW/4, SAP HANA) |
| SAP NetWeaver | Database and Data Management | Data Management for Analytics | Enterprise Data Warehouse | On Premise | SAP HANA, platform edition | Enterprise Data Warehouse (BW/4, SAP HANA) |
| SAP NetWeaver | Sales | Partner Channel Sales | Channel Analytics | On Premise | SAP NetWeaver | Channel Analytics |
| SAP NetWeaver | Sales | Partner Channel Sales | Channel Analytics | On Premise | SAP Customer Relationship Management | Channel Analytics |
| SAP NetWeaver | Sales | Sales Force Support | Sales Analytics | On Premise | SAP NetWeaver | Sales Analytics Dashboards (CRM) |
| SAP NetWeaver | Sales | Sales Force Support | Sales Analytics | On Premise | SAP Customer Relationship Management | Sales Analytics Dashboards (CRM) |
| SAP NetWeaver | Sales | Sales Force Support | Sales Forecasting | On Premise | SAP NetWeaver | Sales Forecasting (CRM) |
| SAP NetWeaver | Sales | Sales Force Support | Sales Forecasting | On Premise | SAP Customer Relationship Management | Sales Forecasting (CRM) |
| SAP NetWeaver | Sales | Sales Planning and Performance Management | Sales Monitoring and Analytics | On Premise | SAP S/4HANA | Sales Monitoring and Analytics (S/4 OP) |

Added Capabilities beyond current use

| Line of Business | Business Area | Capability | Deployment Preference | Recommended Product | Recommended Capability |
|--------------------------|---|---|-----------------------|--|--|
| Finance | Order to Cash | Contract Accounting | On Premise | SAP S/4HANA | Contract Accounting (S/4 OP) |
| Sales | Billing and Revenue Innovation Management | Convergent Invoicing | On Premise | SAP S/4HANA | Convergent Invoicing (S/4 OP) |
| Sales | Billing and Revenue Innovation Management | Credit and Collection Management | On Premise | SAP S/4HANA | Credit and Collection Management (S/4 OP) |
| Sales | Billing and Revenue Innovation Management | Receivables Management and Payment Handling | On Premise | SAP S/4HANA | Receivables Management and Payment Handling (S/4 OP) |
| Sales | Billing and Revenue Innovation Management | Solution Billing | On Premise | SAP S/4HANA | Solution Billing (S/4 OP) |
| Sales | Billing and Revenue Innovation Management | Subscription Order Management | On Premise | SAP S/4HANA | Subscription Order Management (S/4 OP) |
| Sourcing and Procurement | Contract Management | Purchase Contract Management | On Premise | SAP S/4HANA | Purchase Contract Management (S/4 OP, Leonardo) |
| Sourcing and Procurement | Operational Procurement | Central Purchase Contract Processing | On Premise | SAP S/4HANA | Central Purchase Contract Processing (S/4 OP) |
| Sourcing and Procurement | Operational Procurement | Purchase Contract Management | On Premise | SAP S/4HANA | Purchase Contract Management (S/4 OP, Leonardo) |
| Sourcing and Procurement | Operational Procurement | Purchase Order Processing | On Premise | SAP S/4HANA | Purchase Order Processing (S/4 OP) |
| Sales | Quote, Order, and Contract Management | Customer Master Data Governance | On Premise | SAP Master Data Governance | Customer Master Data Governance |
| Sales | Billing and Revenue Innovation Management | Digital Documents | On Premise | SAP Digital Documents by OpenText | Digital Documents (OpenText) |
| Sales | Billing and Revenue Innovation Management | Billing Mediation | On Premise | SAP Convergent Mediation by DigitalRoute | Billing Mediation (DigitalRoute) |
| Sales | Billing and Revenue Innovation Management | Service Control | On Premise | SAP Convergent Mediation by DigitalRoute | Service Control (DigitalRoute) |
| Sales | Billing and Revenue Innovation Management | Pricing and Charging | On Premise | SAP Convergent Charging | Pricing and Charging |

Target Architecture Evolution

Current Architecture Archetype (Landscape Type)



Characteristics of current customer Architecture (Customer specific details)

- | 2 central systems for North America (TT3) and Europe (TT4)
- | Satellite Systems (Global) for Supply Chain (SCP, APO), Procurement (PPC) and Customer Relationship Management (CCP)

Consolidate Regions

Consolidate Features

Target Architecture Archetype (Landscape Type)



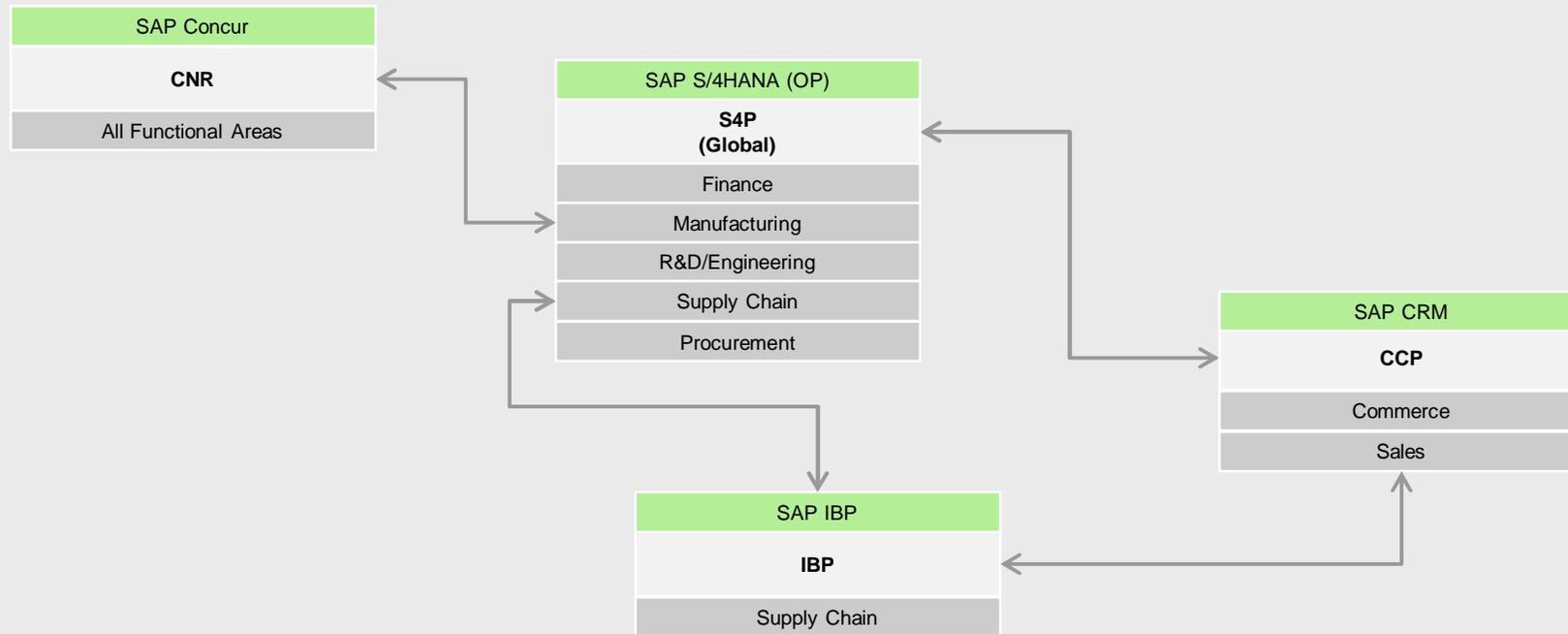
Characteristics of target customer Architecture (customer specific details)

- | Consolidation of Core systems into 1 single instance as business processes only differ slightly & volumes are not business critical. (S4P)
- | Integrate Satellite Systems into Core as much as possible.
- | Supply chain to be split across S/4HANA and IBP.
- | New cloud solution for Concur to be added.
- | Keep CRM separate for now and explore C/4HANA cloud later

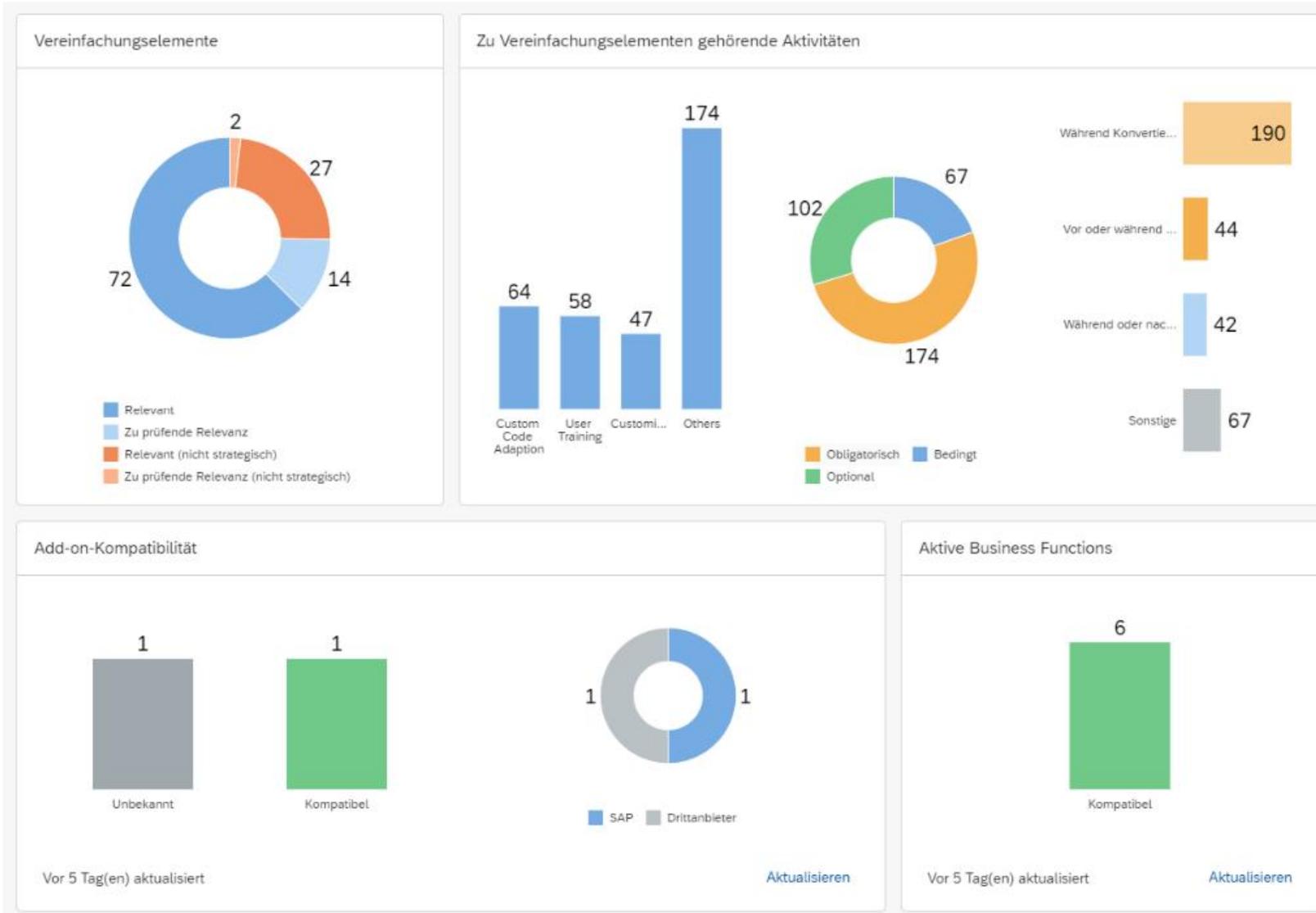
System Consolidation Opportunities

| ... by Region | ... by Feature |
|---|---|
| <p>Current system:</p> <ul style="list-style-type: none"> P01, P02 <p>Target system:</p> <ul style="list-style-type: none"> S4P <p>Ratio:</p> <ul style="list-style-type: none"> 2 à 1 | <p>Current system:</p> <ul style="list-style-type: none"> SCP, PPC, AP0 <p>Target system:</p> <ul style="list-style-type: none"> S4P, IBP <p>Ratio:</p> <ul style="list-style-type: none"> Aspiration: 3 à 2 |
| <p>Ease of implementation:</p> <ul style="list-style-type: none"> Medium effort, use of common template <p>Business Value:</p> <ul style="list-style-type: none"> Reduced coordination effort Facilitate cross region procurement, manufacturing and selling <p>IT Value:</p> <ul style="list-style-type: none"> Operations costs Infrastructure costs | <p>Ease of implementation:</p> <ul style="list-style-type: none"> tbd. <p>Business Value:</p> <ul style="list-style-type: none"> Improved business visibility <p>IT Value:</p> <ul style="list-style-type: none"> Operations costs Infrastructure costs |

Target Landscape



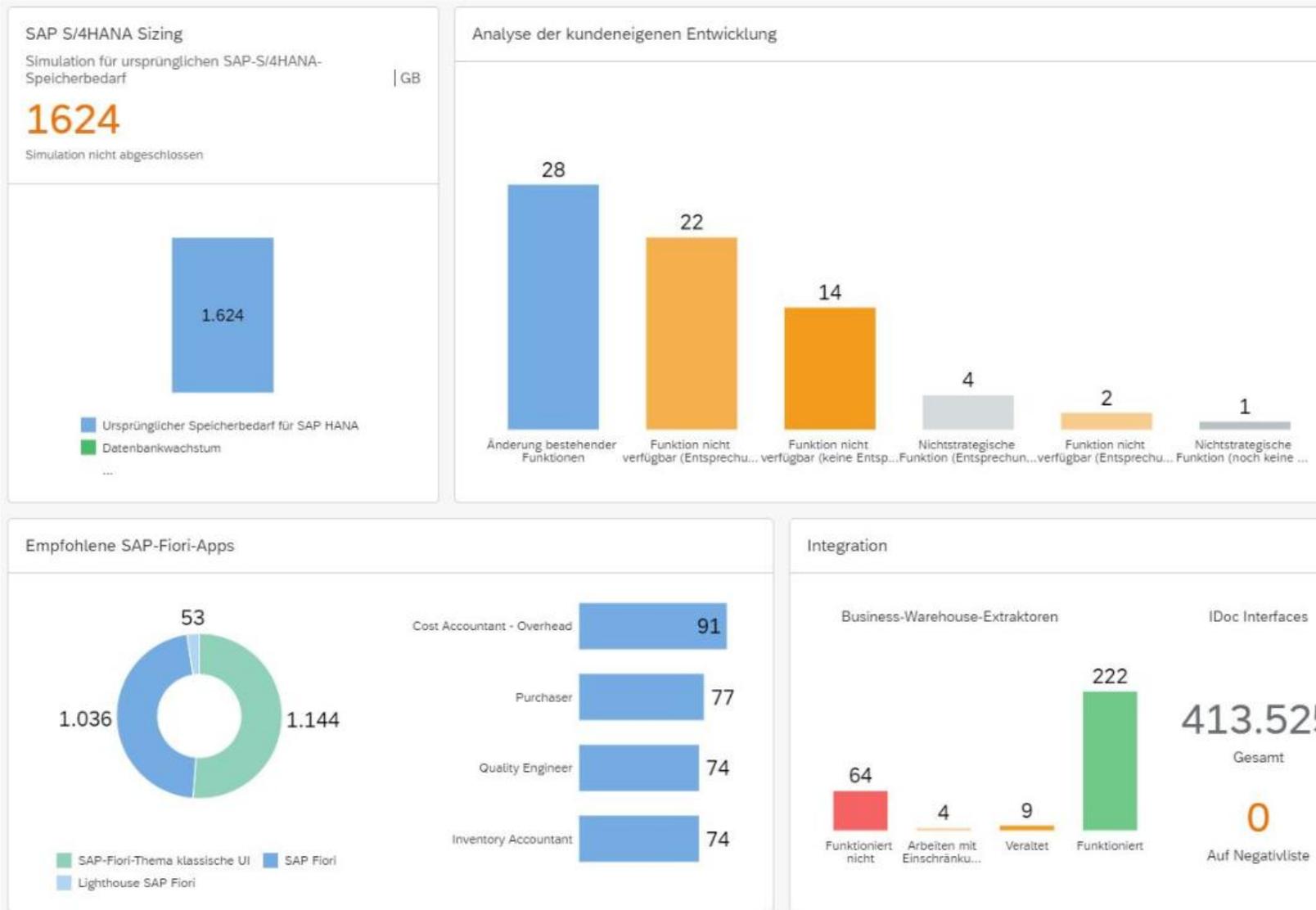
SAP Readiness Check (1/3)



Readiness Check completed for System P01 on 20.01.2020

- § Relatively high amount of 72 **Simplification Items** – follow-up required before the start of the project
- § One third-party vendors behind the **AddOn** with status “unknown” – check in [SAP Certified Solutions Directory](#) or contact vendor for compatibility check if necessary.
- § 6 out of 6 **Business Functions** are compatible

SAP Readiness Check (2/3)



Readiness Check completed for System P01 on 20.01.2020

- § **Sizing** – Initial memory requirement for HANA is ~1,6 TB without future growth considered. Use sizing simulation feature to estimate individual target system size.
- § **Custom Code** needs to be adapted – detailed analysis recommended.
- § Based on your transaction usage history a high number of **Fiori Apps** available as an alternative to SAP GUI transactions and reports.
- § **Integration** – incompatible BW extractors found. Follow-up required.

SAP Readiness Check (3/3)

| | | | | | |
|-----------------------------|--|---|--|--|---|
| 11 High Potential | Working Capital No High Potential KPIs | Process Automation Automation Rate Automation rate: MM invoices 0 % Automation rate: Production orders 0 % Automation rate: Process orders 0 % Automation rate: Outbound deliveries 0 % | Transactional Backlog Open/Overdue PM/CS orders overdue for deletion flag 5.3M Open items FI-GL 3.8M Purchase order items open & overdue 134K Purchase requisition items open & overdue 48K ... | Non-Standard Order Types Never Used No High Potential KPIs | |
| | 9 Some Potential | Working Capital No Some Improvement Potential KPIs | Process Automation Automation Rate Automation rate: Sales billing documents 56 % | Transactional Backlog Open/Overdue Shipments within certain status 13K Sales orders open & overdue for delivery 5.1K ... | Non-Standard Order Types Never Used Credit memo request type usage 7 of 18 Sales order type usage 12 of 42 Debit memo request type usage 2 of 9 Return order type usage 1 of 6 ... |
| | 10 Healthy | Working Capital Stock level of unrestricted-use stock €5.40 Stock level of stock in quality inspection €0.00 | Process Automation Automation Rate Automation rate: Sales Orders 74 % Automation rate: Purchase order items 100 % Automation rate: Purchase Requisitions 100 % | Transactional Backlog Open/Overdue Outbound deliveries overdue for GI 975 Process orders overdue for deletion flag 0 Inbound deliveries overdue for GR 0 | Non-Standard Order Types Never Used Order type usage in process orders 0 of 0 Order type usage in production orders 0 of 1 |

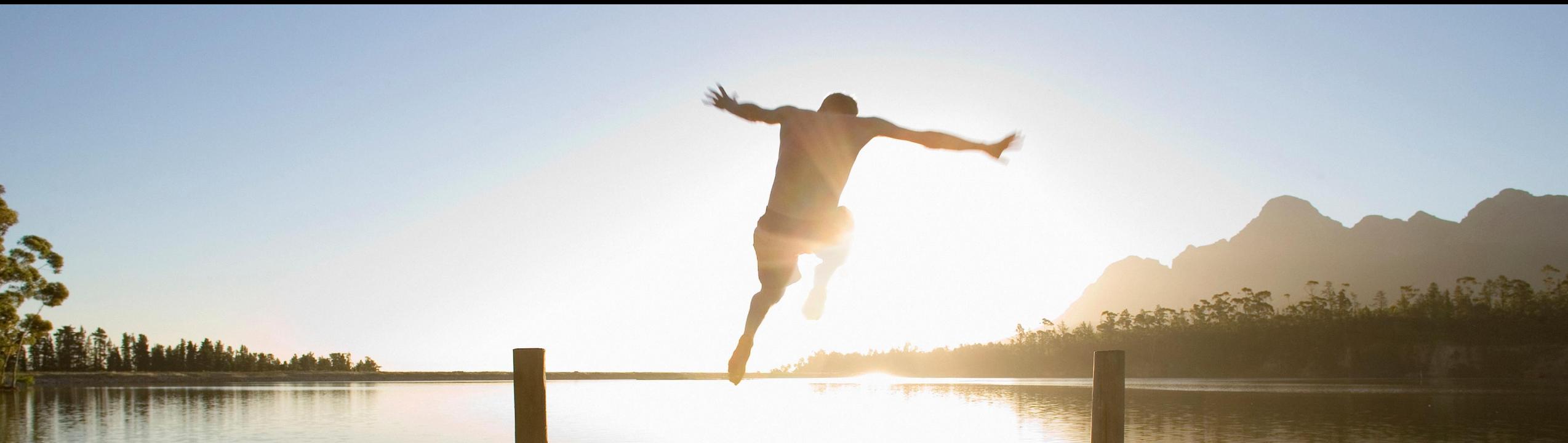
Readiness Check completed for System P01 on 20.01.2020

- § **Business Process Discovery** – indicates high potential for improvements in area of process automation (e.g. currently no automation in order and invoice creation) and transactional backlog
- § High amount of open and overdue PM/CS orders and FI-GL items (e.g. 5,3 Mio PM/CS orders overdue for deletion flag, 3,8 Mio open FI-GL items)
- § Medium amount of unused non-standard order types (e.g. 12 out of 42 sales order types never used, 7 out of 18 credit memo request types never used)

Transformation evaluation – How?

How: Approach + Sequencing à Project plan

- | Conversion vs. Greenfield
- | Single step vs. Multi-step
- | Alignment with business requirements e.g. downtime
- | Sequencing of product transitions
- | Sequencing of instance transitions
- | Cadence within one instance transition
- | Overall phasing
- | Remaining in-depth analysis
- | Detailed work schedule for phase 1



Transformation Plan 1.0 ExampleCustomer GmbH – Management Summary

HOW? Transformation evaluation

Approach

- | Conversion vs. Greenfield evaluation shows tendency for conversion approach
- | The current system version supports a 1-step conversion of the leading system from a technical perspective, however the requirement of historic data from consolidated systems needs to be explored to define transition approach and data migration strategy

Conclusion

Sequencing

- | Public cloud transitions planned for SAP Concur
- | Conversion cycles of ERP to S/4HANA move:
 - n PRD to S/4HANA Sandbox
 - n DEV to S/4HANA DEV
 - n QA to S/4HANA QA
 - n PRD Conversion

Conclusion

- | Required cycles for system consolidation steps should be defined after transition approach and data migration strategy is finalized

Project plan

- | High level project plan available for conversion approach
- | Overall time schedule until beginning of 2024
- | Finalization of SAP S/4HANA transition for the leading system estimated by mid of 2022

Conclusion

- | Detailed timeline needs to be defined

- | | | |
|----------------------------------|---|--|
| Next steps / action items | Include above scheduling into overall follow-up program | Evaluate requirement of historic data and define data migration strategy |
| | Clarify licensing topics | Refine project plan based on action item results |

Conversion vs Greenfield: The seven “guiding” questions

Questions influencing the choice of the transition scenario to SAP S/4HANA

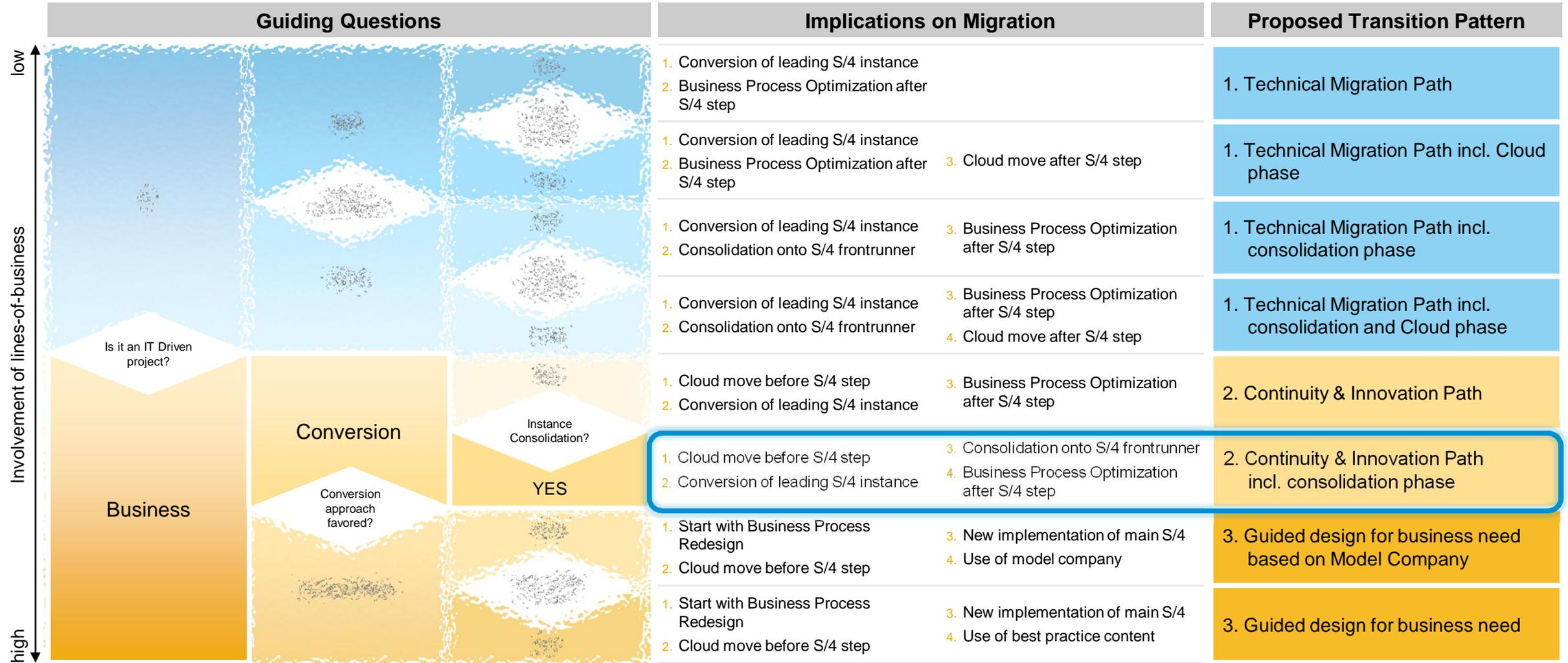
As answer to questions, position green marker in the fitting column (1-5)

| | 1 | 2 | 3 | 4 | 5 |
|--|-------------------------------------|-------------------------------|-------------|---|--|
| 1 Can you move to SAP S/4HANA in a one-step procedure? | R/3 4.x | <ECC 6.x | Non-Unicode | | ↑ ≥=ECC 6.0X |
| 2 Do your current business processes support long-term strategy of the company? | Redesign of core business processes | | | ↑ | Current Processes are a good long term fit |
| 3 Can you adopt the Best Practices to modernize Core Business Process? Or are you planning to take over existing custom applications? | Model Company / Back to Standard | Redevelop Custom Applications | | | ↑ Take over custom |
| 4 Is Landscape consolidation a key value driver for SAP S/4HANA adoption? | 4+ systems to consolidate | 3 | 2 | ↑ | No Consolidation 1:1 |
| 5 Do you require previous transactional data to be available in SAP S/4HANA? | No | | | | ↑ Yes |
| 6 Technical / IT funded project or Business funded project | Business | | | | ↑ IT |
| 7 Number of interfaces to other systems (Non-SAP and SAP) | few/little complexity | | | | ↑ Many/high complexity |

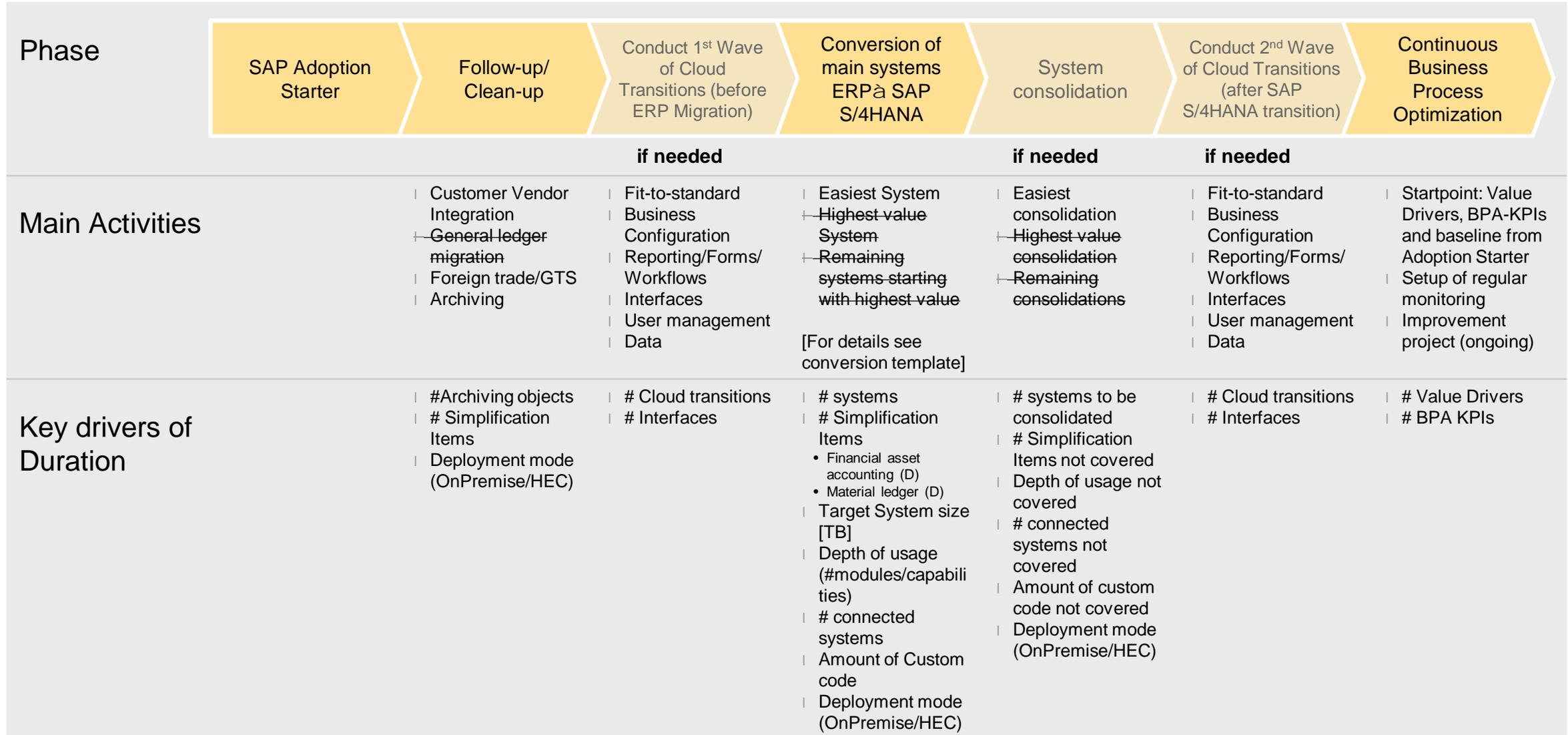
New Implementation

System Conversion

Transition Pattern



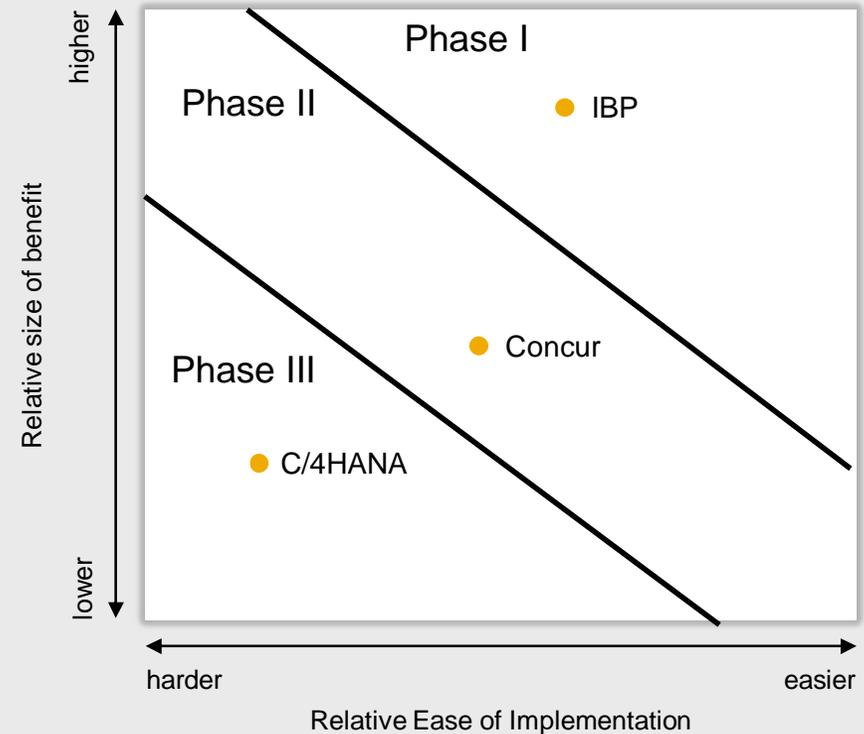
Transition Pattern 2: Continuity & Innovation



Cloud Sequence Determination

Key influences considered:

- | Expected benefit from implementation
- | Dependency with SAP S/4HANA project



Derived sequence of Cloud Transition: IBP before S/4HANA and Concur after

High Level Project Plan

for Transition Pattern 2: Continuity & Innovation

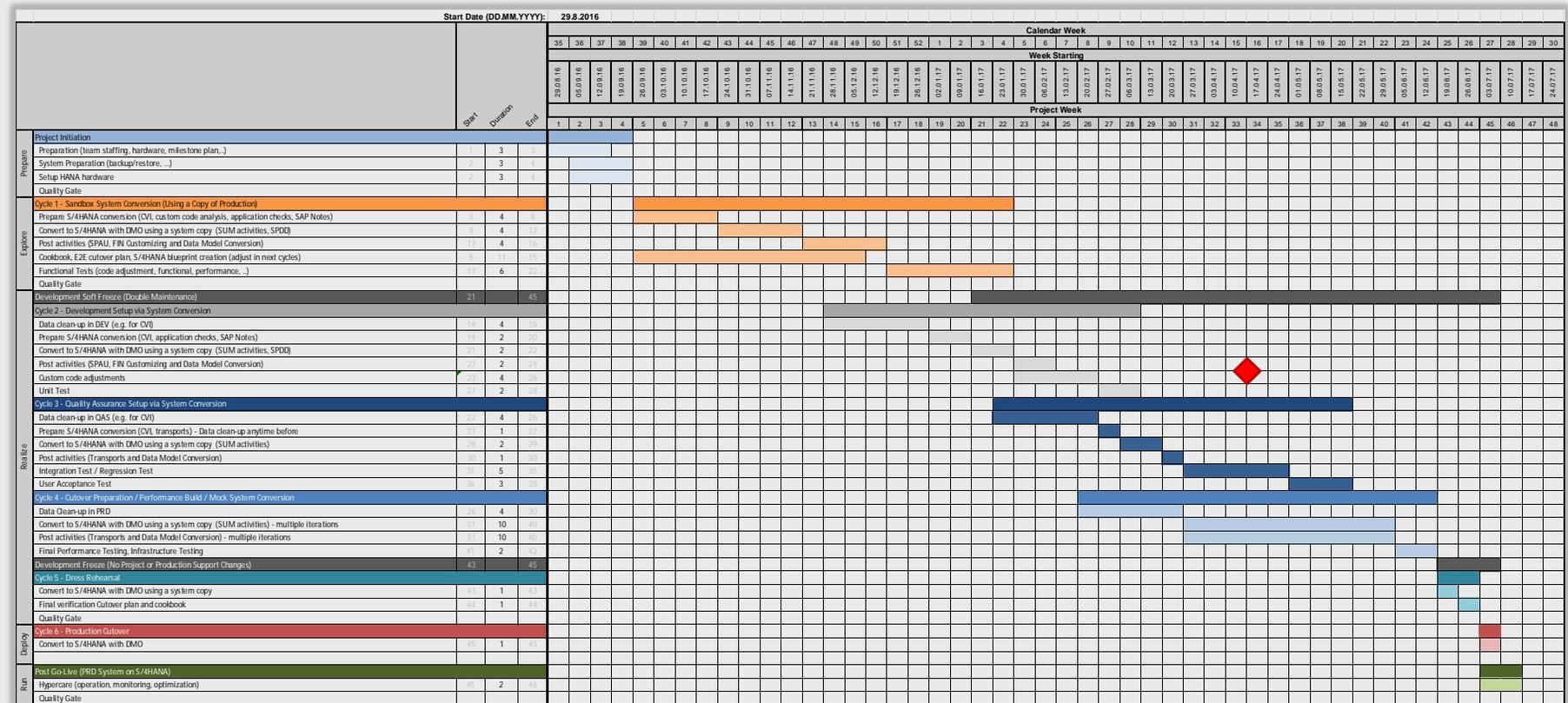
| Activity | 2020 | | | | | | | | | | | | 2021 | | | | | | | | | | | | 2022 | | | | | | | | | | | | 2023 | | | | | | | | | | | | 2024 | | | | | | | | | | | | | | |
|--|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|--|--|--|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | | | |
| Follow-up/Cleanup | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer Vendor Integration | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| General ledger migration | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Foreign trade/GTS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Archiving | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Conduct 1st Wave of Cloud Transitions (before ERP Migration) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| IBP | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Conversion of main systems ERP to SAP S/4HANA | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| System P01 -> S4P | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| System consolidation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| System P02 -> S4P | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Satellite Systems -> S4P | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Conduct 2nd Wave of Cloud Transitions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Concur | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Continuous Business Process Optimizatio | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Detailed Timeline for SAP S/4HANA Implementation – Conversion

| Conversion Cycles | | | | | |
|--|--|--|---|---|---|
| Cycle 1 | Cycle 2 | Cycle 3 | Cycle 4 | Cycle 5 | Cycle 6 |
| PRD to SAP S/4HANA “Sandbox” | DEV to SAP S/4HANA DEV | QA to SAP S/4HANA QA | PRD to SAP S/4HANA “Sandbox” | PRD to SAP S/4HANA “Sandbox” | PRD Conversion |
| Source / Target P01 Copy à P01 HW | Source / Target D01à D01 | Source / Target Q01à Q01 | Source / Target P01 Copy à P01 HW | Source / Target P01 Copy à P01 HW | Source / Target P01 à P01 |
| Steps a) Homogeneous system copy of P01 to PH1 b) Conversion of PH1 to targeted end-state | Steps a) Homogeneous system copy of D01 to DT1 b) Conversion of D01 to targeted end-state | Steps a) Homogeneous system copy of Q01 to QT1 b) Conversion of Q01 to targeted end-state | Steps a) Homogeneous system copy of P01 to PH1 b) Conversion of PH1 to targeted end-state | Steps a) Homogeneous system copy of P01 to PH1 b) Conversion of PH1 to targeted end-state | Steps Conversion of P01 to targeted end-state |
| Purpose Test software installation, HANA migration, SAP S/4HANA data model conversion with a production copy Configure, Test SAP S/4HANA Create a conversion cookbook Execute multiple technical iterations to become familiar with the process of converting the production system (if required) | Purpose Build temporary production support development environment (DT1) Establish SAP S/4HANA development environment (D01) Configure, Test SAP S/4HANA Refine cookbook Note Conversion steps will differ from production | Purpose Build temporary production support quality assurance environment (QT1) Establish SAP S/4HANA QA environment (Q01) Enhance cookbook Testing environment: n Integration n Functional regression n Operational readiness n User acceptance | Purpose Mock cutover Optimize/verify E2E business downtime Finalize cookbook Finalize cutover plan Testing environment: n Infrastructure testing n Post-cutover operational performance testing | Purpose Final dress rehearsal Validate E2E business downtime Validate final cookbook Validate cutover plan | Purpose Establish new SAP S/4HANA PRD environment Note Execute end-to-end (E2E) business downtime precisely as defined within the cutover plan Execute technical steps precisely as defined in the cookbook |

Detailed timeline for SAP S/4HANA implementation – conversion

SAP S/4HANA conversion timeline



Detailed timeline

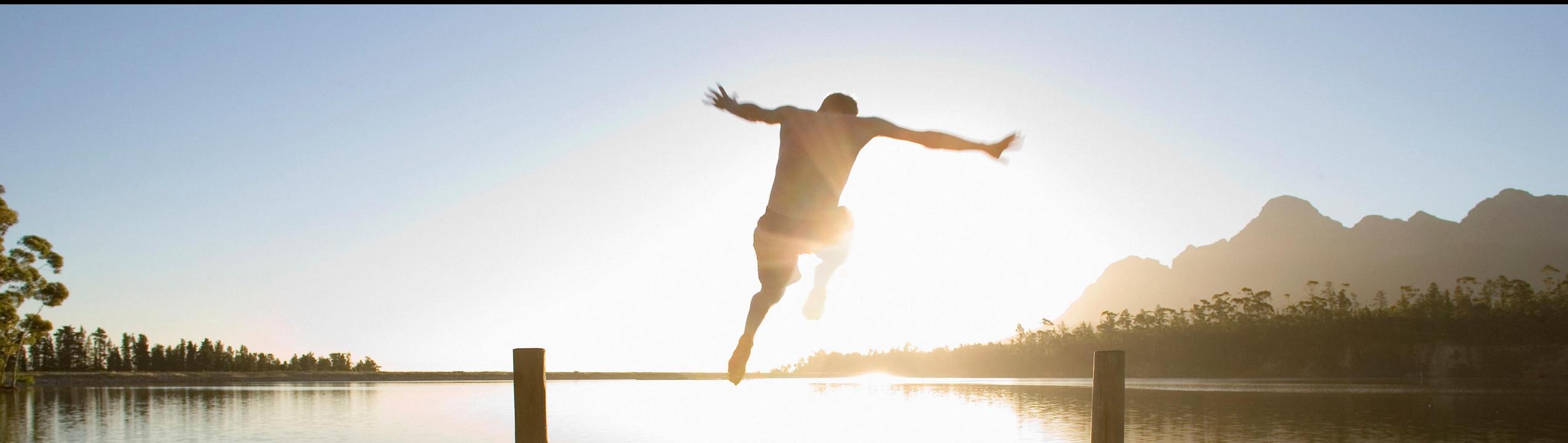
Use this Excel file



Microsoft Excel
Worksheet

For more content and templates go to: <https://go.support.sap.com/roadmapviewer/>

Next steps and open action items



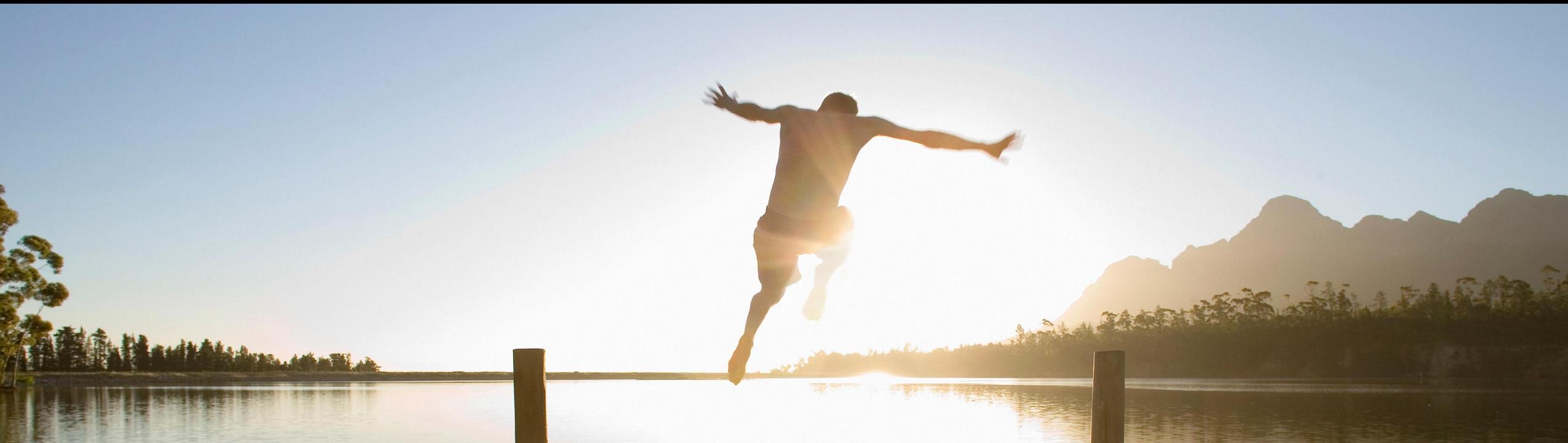
Transformation Design – Communication plan to get to v1.0

| Person to reach out to | Person responsible from team | Deadline |
|------------------------|------------------------------|-----------|
| Jacques Arnaud | Michelle Departieux | July 2020 |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

Next steps

- | Send back Plan v1.0 to SAP 90-days coordinator at least 3 days prior to final Plan review with SAP
- | Offer for R/3 conversion to S4 sandbox
- | After sandbox conversion, analysis, project plan, ev. road map

Appendix



License Implications (1/2)

| Current Product | Recommended Product | License Material (Number) | Units | Type | Contract Conversion | Product Conversion |
|--------------------------------------|-------------------------------|---------------------------|--------------------------|--------------|---------------------|--------------------|
| SAP Commerce | SAP Commerce Cloud, Version 2 | 8006061 | Gross Merchandize Values | Subscription | - | - |
| SAP Commerce | SAP Commerce Cloud, Version 2 | 8006054 | Orders | Subscription | - | - |
| SAP Commerce | SAP Commerce Cloud, Version 2 | 8006053 | Orders | Subscription | - | - |
| SAP Commerce | SAP Commerce Cloud, Version 2 | 8006052 | Gross Merchandize Values | Subscription | - | - |
| SAP Customer Relationship Management | SAP S/4HANA | 8007179 | FUE Users | Subscription | - | - |
| SAP Customer Relationship Management | SAP S/4HANA | 8007179 | FUE Users | Subscription | - | - |
| SAP Customer Relationship Management | SAP S/4HANA | 7018654 | Users | License | - | - |
| SAP Customer Relationship Management | SAP S/4HANA | 7018654 | Users | License | - | - |
| SAP Customer Relationship Management | SAP S/4HANA | 7018653 | Users | License | - | - |
| SAP Customer Relationship Management | SAP S/4HANA | 7018653 | Users | License | - | - |
| SAP Customer Relationship Management | SAP S/4HANA | 7018652 | Users | License | - | - |
| SAP Customer Relationship Management | SAP S/4HANA | 7018652 | Users | License | - | - |
| SAP Customer Relationship Management | SAP S/4HANA | 7018538 | Flat Fee | License | - | - |
| SAP Customer Relationship Management | SAP S/4HANA | 7018538 | Flat Fee | License | - | - |
| SAP ERP | SAP Cash Application | 8005289 | Transactions | Subscription | - | - |
| SAP ERP | SAP S/4HANA | 8007179 | FUE Users | Subscription | - | - |
| SAP ERP | SAP S/4HANA | 8007179 | FUE Users | Subscription | - | - |
| SAP ERP | SAP S/4HANA | 7018654 | Users | License | Yes | No |
| SAP ERP | SAP S/4HANA | 7018654 | Users | License | Yes | No |
| SAP ERP | SAP S/4HANA | 7018653 | Users | License | Yes | No |
| SAP ERP | SAP S/4HANA | 7018653 | Users | License | Yes | No |
| SAP ERP | SAP S/4HANA | 7018652 | Users | License | Yes | No |
| SAP ERP | SAP S/4HANA | 7018652 | Users | License | Yes | No |
| SAP ERP | SAP S/4HANA | 7018538 | Flat Fee | License | Yes | No |
| SAP ERP | SAP S/4HANA | 7018538 | Flat Fee | License | Yes | No |

License Implications (2/2)

| Current Product | Recommended Product | License Material (Number) | Units | Type | Contract Conversion | Product Conversion |
|-----------------|--|---------------------------|---------------|--------------|---------------------|--------------------|
| SAP NetWeaver | SAP HANA, platform edition | 8007179 | FUE Users | Subscription | - | - |
| SAP NetWeaver | SAP HANA, platform edition | 7020048 | GB of Memory | License | - | - |
| SAP NetWeaver | SAP HANA, platform edition | 7019584 | GB of Memory | License | - | - |
| SAP NetWeaver | SAP NetWeaver Application Server for ABAP innovation package | 7009506 | Installations | License | - | - |
| SAP NetWeaver | SAP NetWeaver Application Server for ABAP innovation package | 7009523 | Users | License | - | - |
| SAP NetWeaver | SAP NetWeaver Application Server for ABAP innovation package | 7015924 | Cores | License | - | - |
| SAP NetWeaver | SAP S/4HANA | 7018652 | Users | License | - | - |
| SAP NetWeaver | SAP S/4HANA | 7018653 | Users | License | - | - |
| SAP NetWeaver | SAP S/4HANA | 7018654 | Users | License | - | - |
| SAP NetWeaver | SAP S/4HANA | 8007179 | FUE Users | Subscription | - | - |
| SAP NetWeaver | SAP S/4HANA | 7018538 | Flat Fee | License | - | - |

License Implications for Added Capabilities (1/2)

| Line of Business / Technology | Business Area | Capability | Recommended Product | License Material (Number) | Units | Type |
|-------------------------------|-------------------------|--|---------------------|---------------------------|---------------------|--------------|
| Finance | Order to Cash | Contract Accounting (S/4 OP) | SAP S/4HANA | 7019443 | Revenues & Expenses | License |
| Finance | Order to Cash | Contract Accounting (S/4 OP) | SAP S/4HANA | 7019444 | Revenues & Expenses | License |
| Sales | Revenue Management | Convergent Invoicing (S/4 OP) | SAP S/4HANA | 7019443 | Revenues & Expenses | License |
| Sales | Revenue Management | Convergent Invoicing (S/4 OP) | SAP S/4HANA | 7018705 | Revenues & Expenses | License |
| Sales | Revenue Management | Credit and Collection Management (S/4 OP) | SAP S/4HANA | 7019444 | Revenues & Expenses | License |
| Sales | Revenue Management | Credit and Collection Management (S/4 OP) | SAP S/4HANA | 7019443 | Revenues & Expenses | License |
| Sales | Revenue Management | Receivables Management and Payment Handling (S/4 OP) | SAP S/4HANA | 7019443 | Revenues & Expenses | License |
| Sales | Revenue Management | Receivables Management and Payment Handling (S/4 OP) | SAP S/4HANA | 7019444 | Revenues & Expenses | License |
| Sales | Revenue Management | Solution Billing (S/4 OP) | SAP S/4HANA | 8007179 | FUE Users | Subscription |
| Sales | Revenue Management | Solution Billing (S/4 OP) | SAP S/4HANA | 7018538 | Flat Fee | License |
| Sales | Revenue Management | Solution Billing (S/4 OP) | SAP S/4HANA | 7018652 | Users | License |
| Sales | Revenue Management | Subscription Order Management (S/4 OP) | SAP S/4HANA | 7019443 | Revenues & Expenses | License |
| Sourcing and Procurement | Contract Management | Purchase Contract Management (S/4 OP, Leonardo) | SAP S/4HANA | 8007179 | FUE Users | Subscription |
| Sourcing and Procurement | Contract Management | Purchase Contract Management (S/4 OP, Leonardo) | SAP S/4HANA | 7018538 | Flat Fee | License |
| Sourcing and Procurement | Contract Management | Purchase Contract Management (S/4 OP, Leonardo) | SAP S/4HANA | 7018652 | Users | License |
| Sourcing and Procurement | Operational Procurement | Central Purchase Contract Processing (S/4 OP) | SAP S/4HANA | 7019493 | Spend Volumes | License |
| Sourcing and Procurement | Operational Procurement | Purchase Contract Management (S/4 OP, Leonardo) | SAP S/4HANA | 8007179 | FUE Users | Subscription |

License Implications for Added Capabilities (2/2)

| Line of Business / Technology | Business Area | Capability | Recommended Product | License Material (Number) | Units | Type |
|-------------------------------|---------------------------------------|---|--|---------------------------|---------------------|--------------|
| Sourcing and Procurement | Operational Procurement | Purchase Contract Management (S/4 OP, Leonardo) | SAP S/4HANA | 7018538 | Flat Fee | License |
| Sourcing and Procurement | Operational Procurement | Purchase Contract Management (S/4 OP, Leonardo) | SAP S/4HANA | 7018652 | Users | License |
| Sourcing and Procurement | Operational Procurement | Purchase Order Processing (S/4 OP) | SAP S/4HANA | 7018652 | Users | License |
| Sourcing and Procurement | Operational Procurement | Purchase Order Processing (S/4 OP) | SAP S/4HANA | 7018538 | Flat Fee | License |
| Sourcing and Procurement | Operational Procurement | Purchase Order Processing (S/4 OP) | SAP S/4HANA | 8007179 | FUE Users | Subscription |
| Sales | Quote, Order, and Contract Management | Customer Master Data Governance | SAP Master Data Governance | 7017286 | Master Data Objects | License |
| Sales | Revenue Management | Digital Documents (OpenText) | SAP Digital Documents by OpenText | 7019964 | Transactions | License |
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