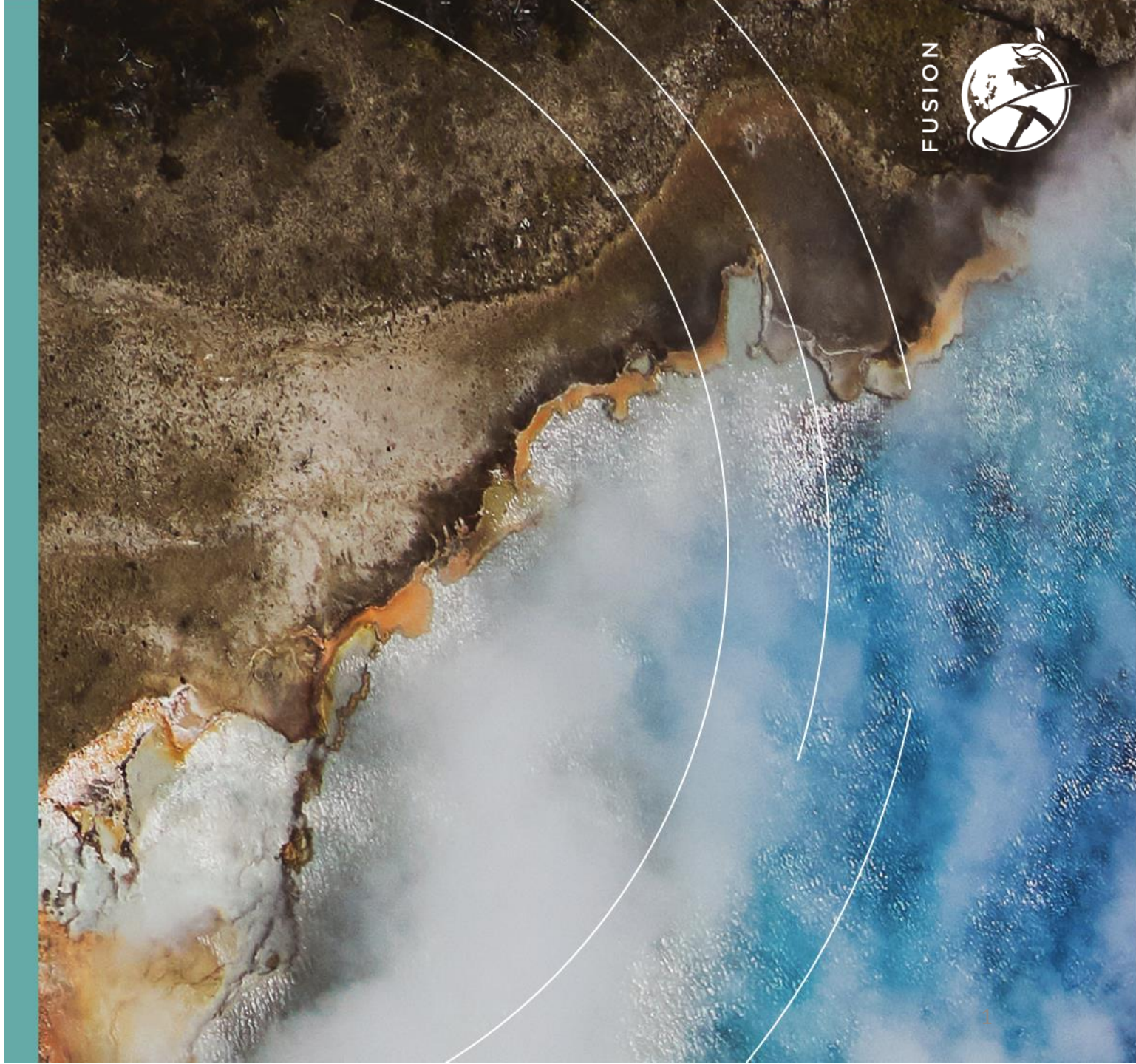


GLENCORE

Project “Fusion”

SAP for Process
Industries and Natural
Resources Conference
Vienna, June 2024



Agenda

01 | FUSION context
and scope

02 | Project plan

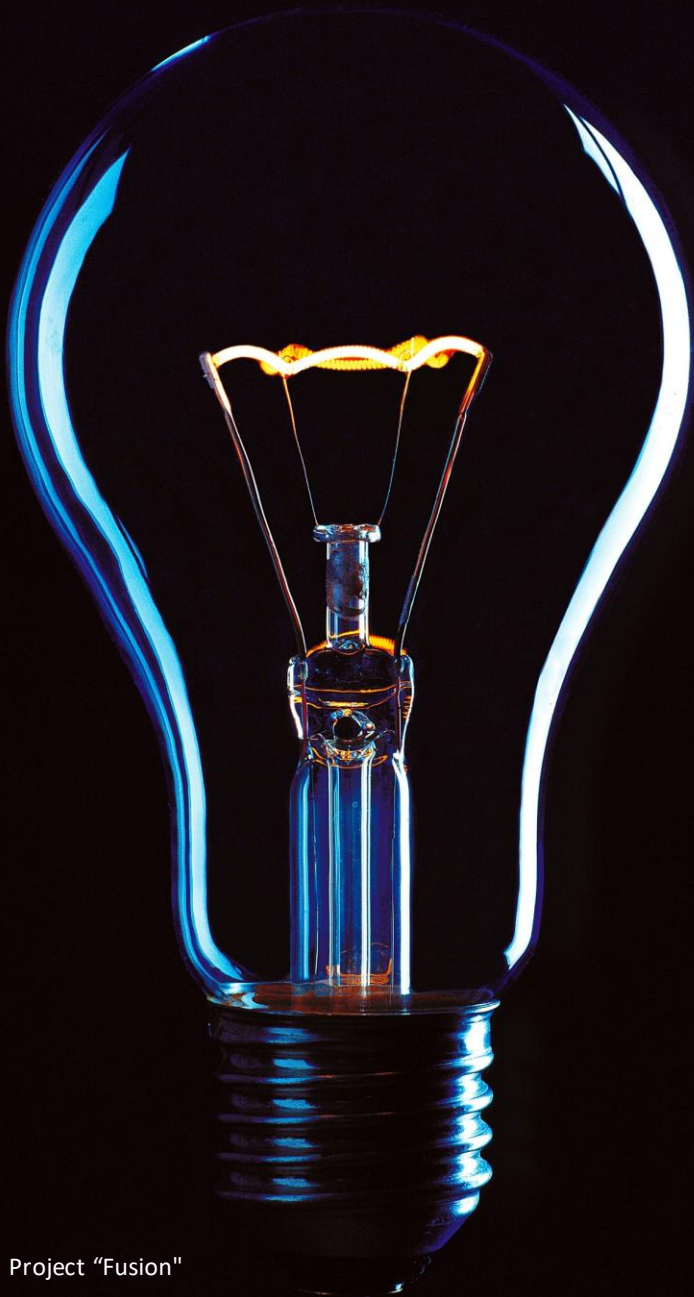
03 | Change
Management

04 | Challenges and
lessons learnt



FUSION context and scope

01



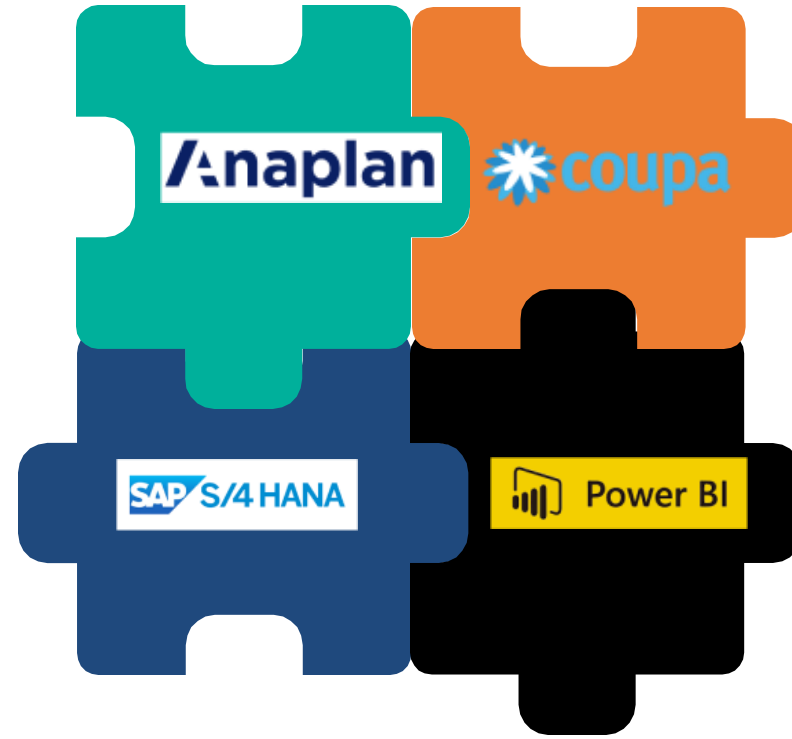
Why are we doing this Project?

- 1 - To harmonize a very diverse system landscape globally across the Zinc Operations, which will enable better global financial overview and control
- 2 - To replace a number of systems that have reached end-of-life
- 3 - To adjust the global Zinc business to harmonized good practice controls and business processes
- 4 - To build a solid technology foundation for the Zinc business for upcoming digitalization opportunities

Project scope

Combine and standardize our Australian, European, Canadian Zinc business procedures, processes and systems for following activities:

- **Finance**
(cost center structure, chart of account, reporting, etc.)
- **Planning & Budgeting**
- **Procure to Pay Process**
(Materials Management & Procurement)
- **Maintenance**
- **Sales/Distribution**
(Spain, Canada, Germany)



SAP S/4 HANA

SAP S/4HANA 2022 core processes in Finance and Controlling, Materials Management, Plant Maintenance and Sales and Distribution

Power BI

PowerBI to be the platform for combining all data points of the various systems (incl. Non-SAP) for Reporting and Analytics purposes

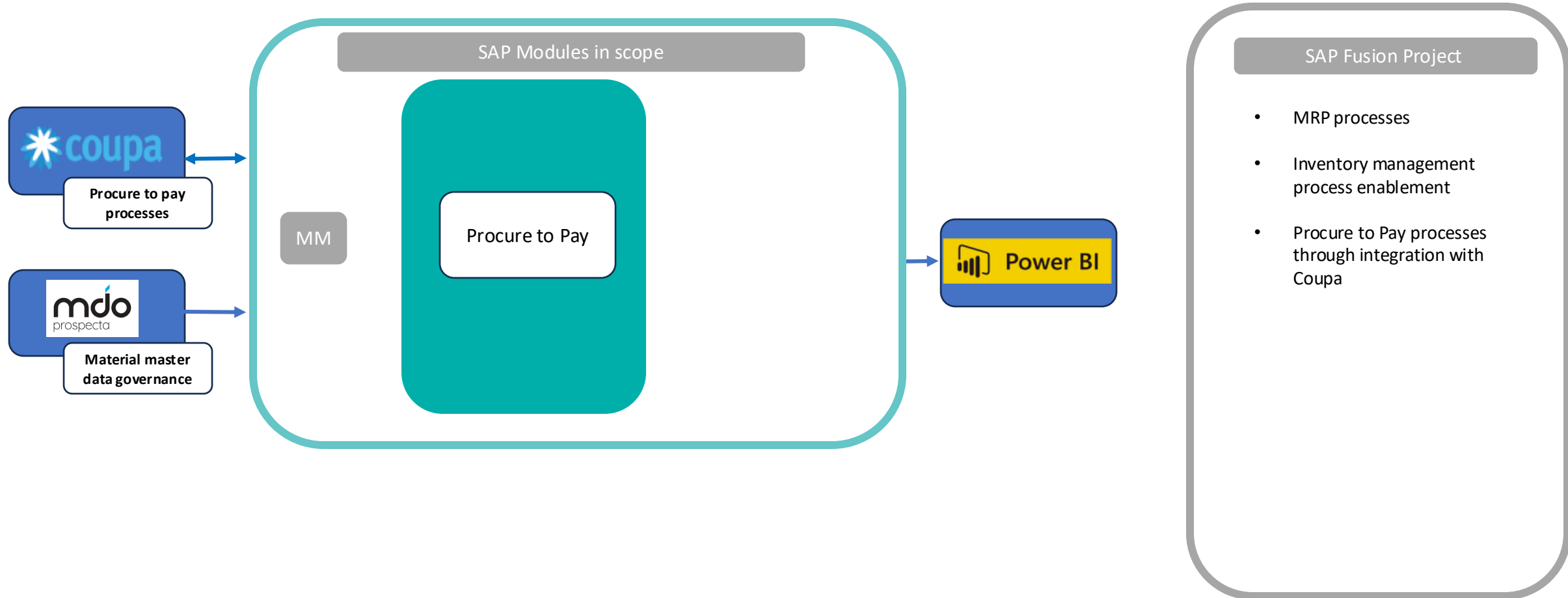
Anaplan

Anaplan to be the system of records and connected planning of Physicals/ Production, Financial Budgets, CAPEX for all scenarios (LOA, Budget, Forecasts and Actuals)

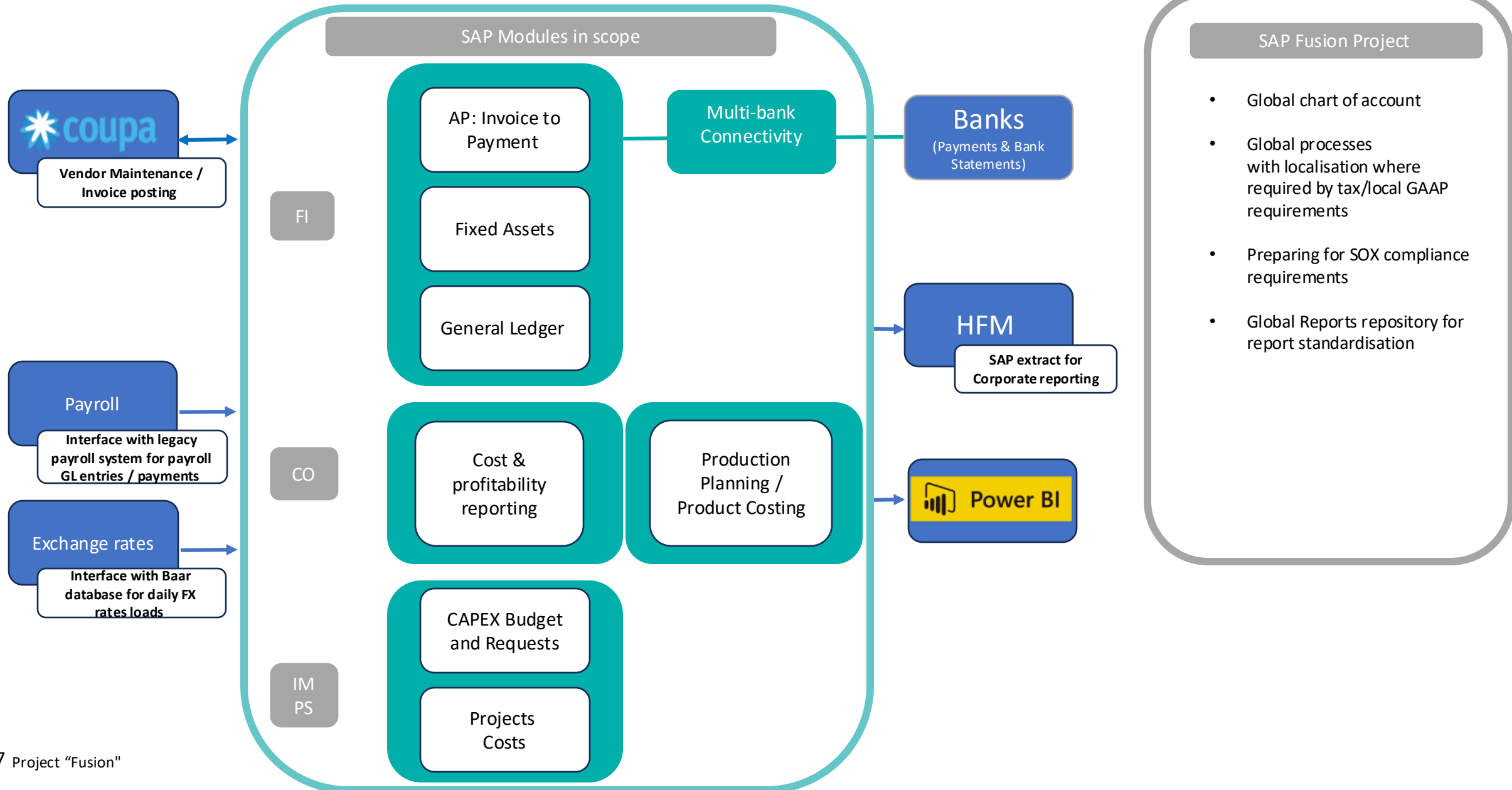
Coupa

Coupa to be the system to handle the entire Procure-to-Pay process, control processes and provide spend visibility across all Zn Industrial Assets

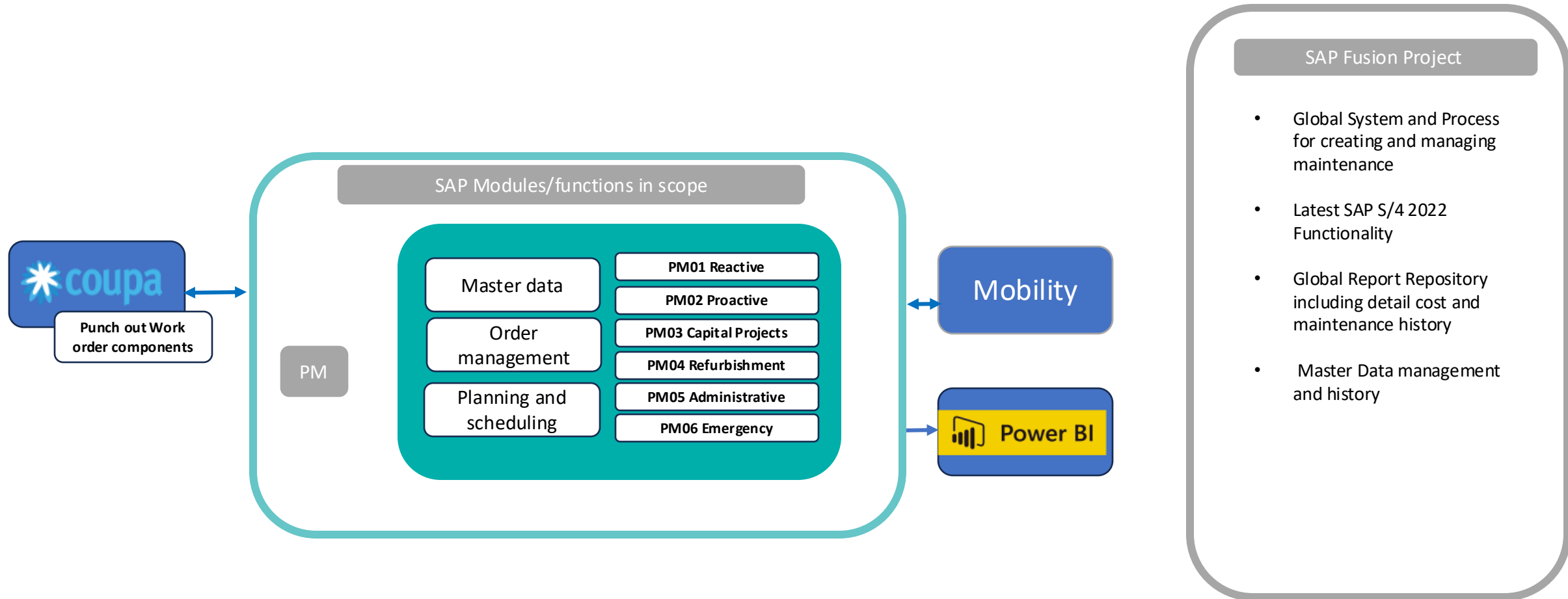
Fusion Project – Finance and Controlling additional details



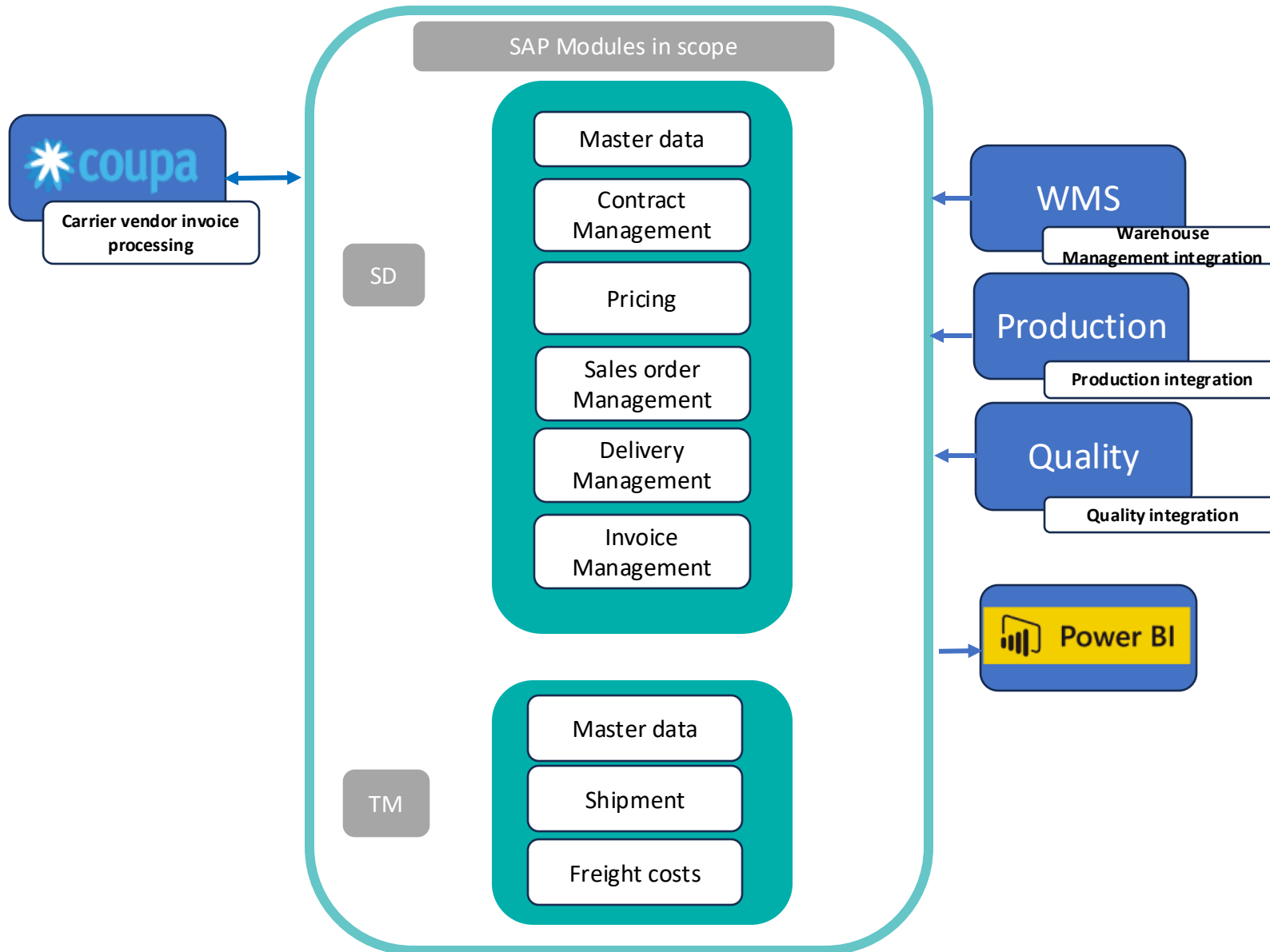
Fusion Project – Finance and Controlling additional details



Fusion Project – Plant Maintenance details



Fusion Project – Sales and Distribution details



- ### SAP Fusion Project
- Real-time integration with other modules & reports
 - Corporate forms policy
 - Flexibility for future roll outs

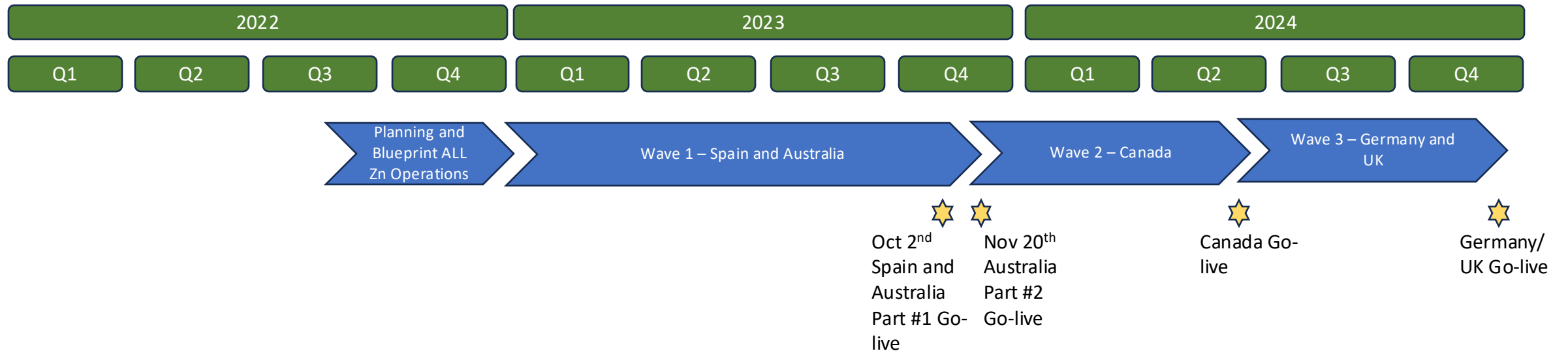
An aerial photograph of a river delta, showing intricate patterns of water and land. A horizontal teal bar is positioned above the main text. Two large, thin white circles are overlaid on the image, one on the left and one on the right, partially framing the central text.

Project plan

02

Fusion Project

Fusion Roadmap





Change Management

03

Approach



Communication

- Regular communication cascades.
- Key messages will focus on
 - **Why** we are changing now
 - **Benefits** for Glencore and you
 - **What** will change and next steps



Training

- Detailed **impact analysis** during workshops per role
- Build a comprehensive **role-based** training approach
- Training will use
 - Enable Now (SAP)
 - Videos
 - Quick reference
 - In Class / Virtual



Support

- Local change support model (change champions)
 - BPO/SME
 - Middle Management
- Go Live readiness and Hypercare set up



Governance

- Assist in setting up the Global/Local governance adjustments
- Regular **Readiness Tracking** at each milestone (ADKAR)

We focus on 4 pillars to support the adoption of the changes

An aerial photograph of a wetland landscape, showing a mix of brown, tan, and greenish-brown terrain. A large, semi-transparent white circle is overlaid on the image, with a horizontal line passing through its center. The line is white on the left and teal on the right. The text "Challenges and lessons learnt" is centered within the circle in a white, sans-serif font.

Challenges and lessons learnt

04

Challenges and lessons learnt

FUSION



- **Integrations:** Core integrations were not ready for work package 2. User engagement was affected by this. Task force was put in place to address the issue.
- **Data migration:** Initial test migrations were not meeting pre-set targets. Communication between consultants and business/IT was not fluent. Actions were taken to mitigate the risk and expedite a solution
- **People:** The speed of the project was fast and required significant involvement from all parties. Ensure the business can dedicate the time (back ups for BaU tasks) and focus on the project. Watch out for signals of people being on the edge. It is critical to work as one team irrespective of the brand
- **Face to face:** The approach for work packages and UAT was face to face. The added travel efforts have proven to be very beneficial to deliver the project on time.

