

SunRISE

Building a modern ERP foundation to enable future business transformation

Audrey Delwiche, Sr. Project Manager

Bert Schoofs, Head of IT Business Solutions

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Outline

Our Next Gen ERP journey summarized

- 01** Etex company profile
- 02** Background: from green to brown
- 03** Our conversion to SAP RISE on S/4 HANA
- 04** Leveraging successful partnerships
- 05** Lessons learned
- 06** Our strategy going forward

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An industrial company with a proven history and a promising future

www.etexgroup.com

Strong manufacturing **global footprint**

What we do

Improving our customers' quality of living with ever more effective lightweight solutions.



Building Performance

Leader in plasterboards and fibre cement boards, and the global reference in passive fire protection solutions for the residential and commercial segments.



Exteriors

Provider of innovative, durable, high performance and beautiful fibre cement exterior materials for architectural, residential and agricultural projects.



Industry

Front runner of engineering expertise to drive the future of high-performance temperature insulation and fire protection in the industrial, aerospace and energy sectors.



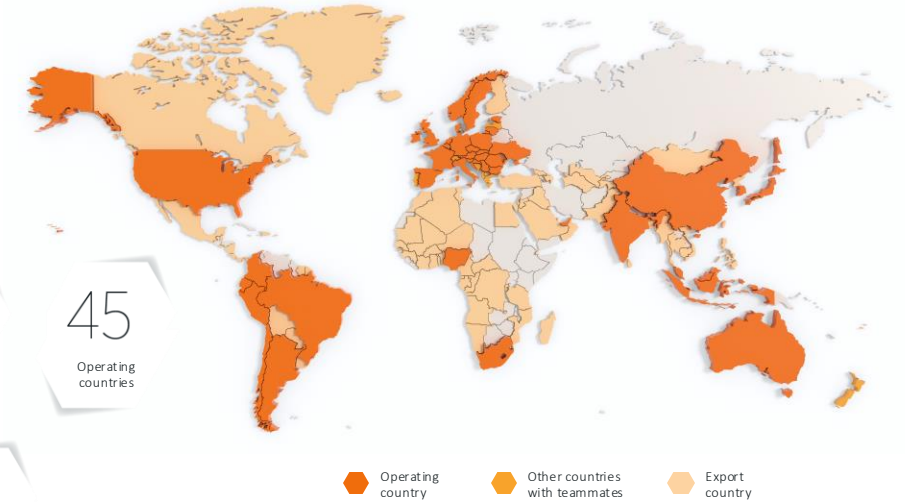
Insulation

Leading European insulation provider of glass mineral wool and extruded polystyrene (XPS) to insulate residential and non-residential buildings.



New Ways

High-tech, lightweight, factory-assembled panel and modular solutions based on timber and steel framing.



>160

Sites: plants, quarries, offices

45

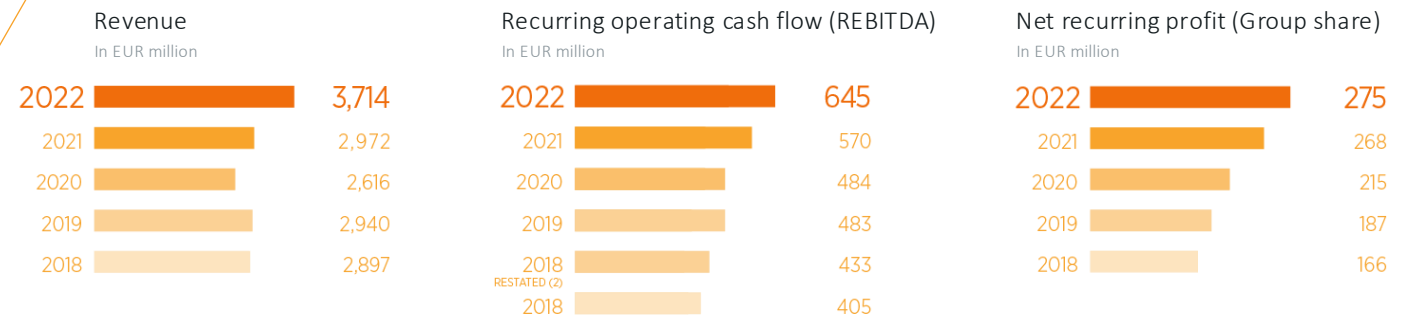
Operating countries

>13,500

Teammates

■ Operating country
 ■ Other countries with teammates
 ■ Export country

Translating the trust we receive into sound financials



(1) These values are restated for IFRS 16 (lease) impacts consistently with 2019 with respect to lease debt, leased assets and depreciation of lease assets.

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Etex' Commitment to Sustainability



Low risk
ESG rating
16.9/100

Three values we all share



Passion for Excellence

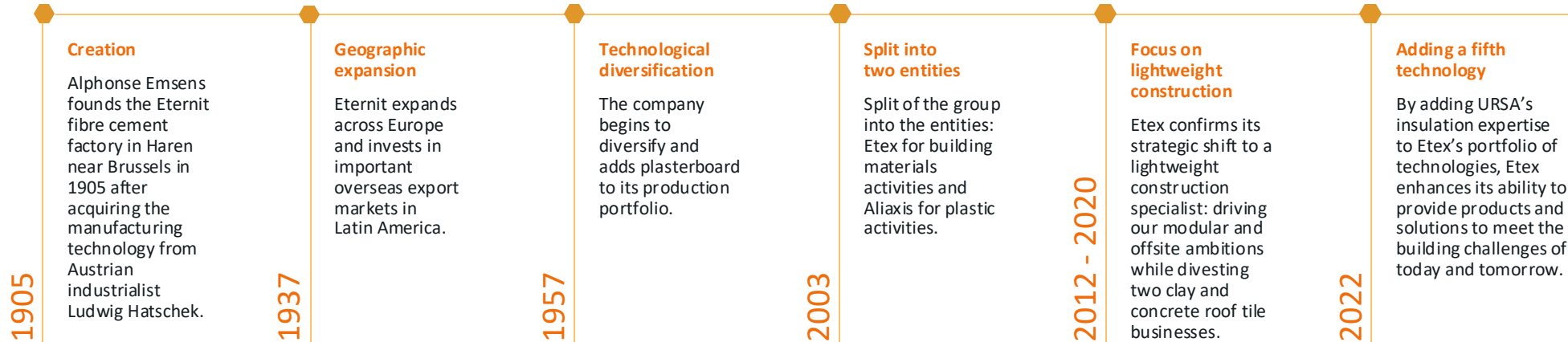


Connect and Care



Pioneer to Lead

Over a century of sustainable profitable growth



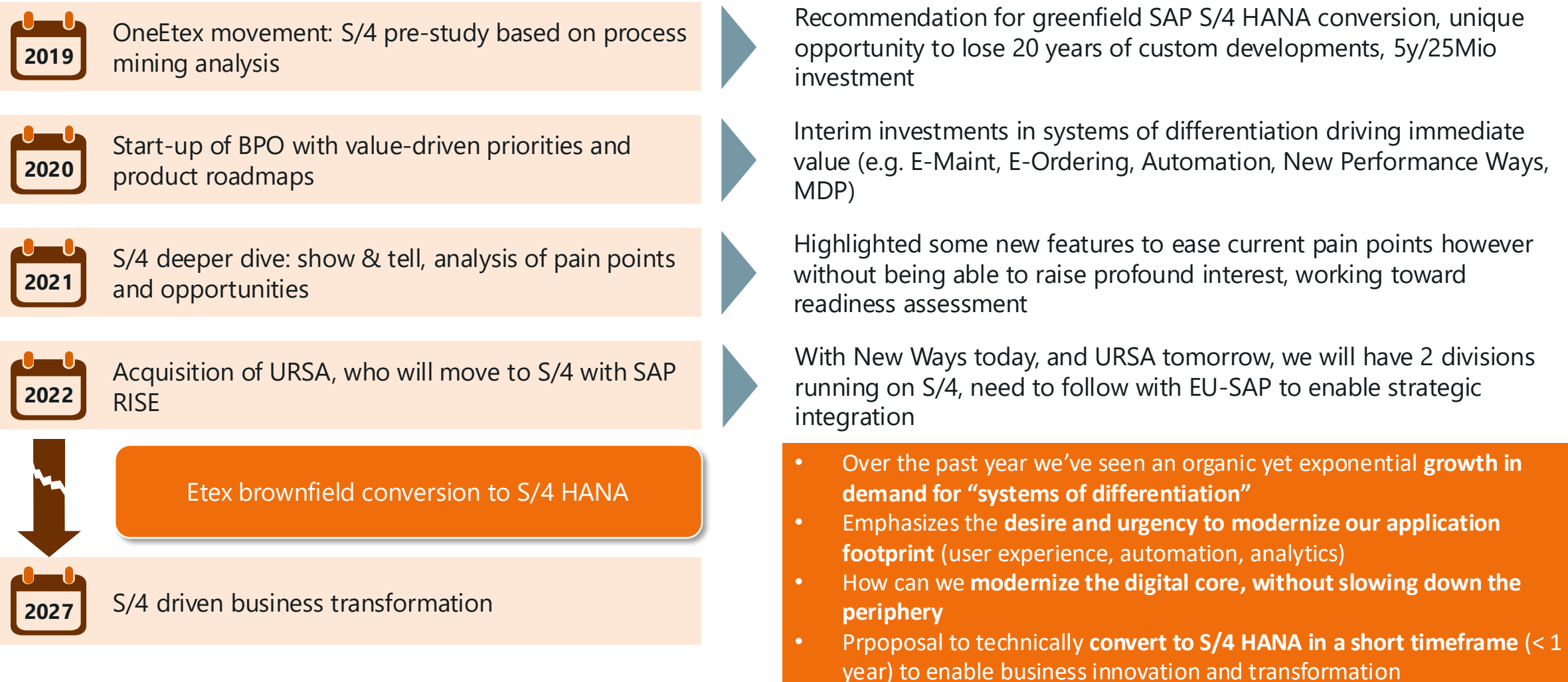
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Strategic analysis 2019-2022

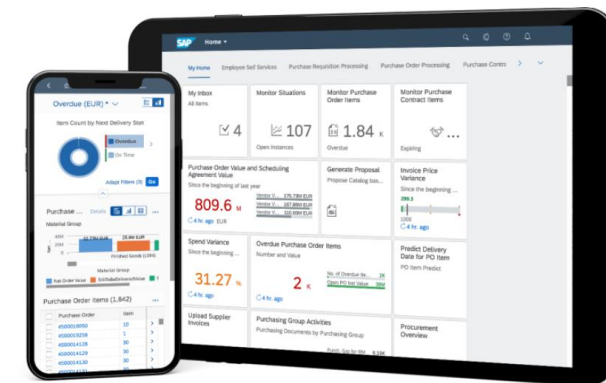
From greenfield to bluefield to brownfield



Our “business case”: why do we need it sooner rather than later?

Non-quantified value proposition to get ExCom approval

- **Limit or avoid interim investments**
 - Mobile (Fiori) apps, plant maintenance, warehouse management
- **Anticipate crunch time** on the market → more lead time required to find/mobilize external partners
- The longer we wait, less leverage/flexibility we will have in our **contract negotiation with SAP**
 - Limiting our chances to consider on-prem (own Azure cloud tenant) vs. SAP RISE (private cloud edition)
- Create momentum to drive **future process harmonization and efficiencies** across Etex
- **Missed value and innovation** opportunities
 - End-user productivity/mobile applications
 - Real-time embedded analytics and dashboards
 - Integration with Microsoft Office 365



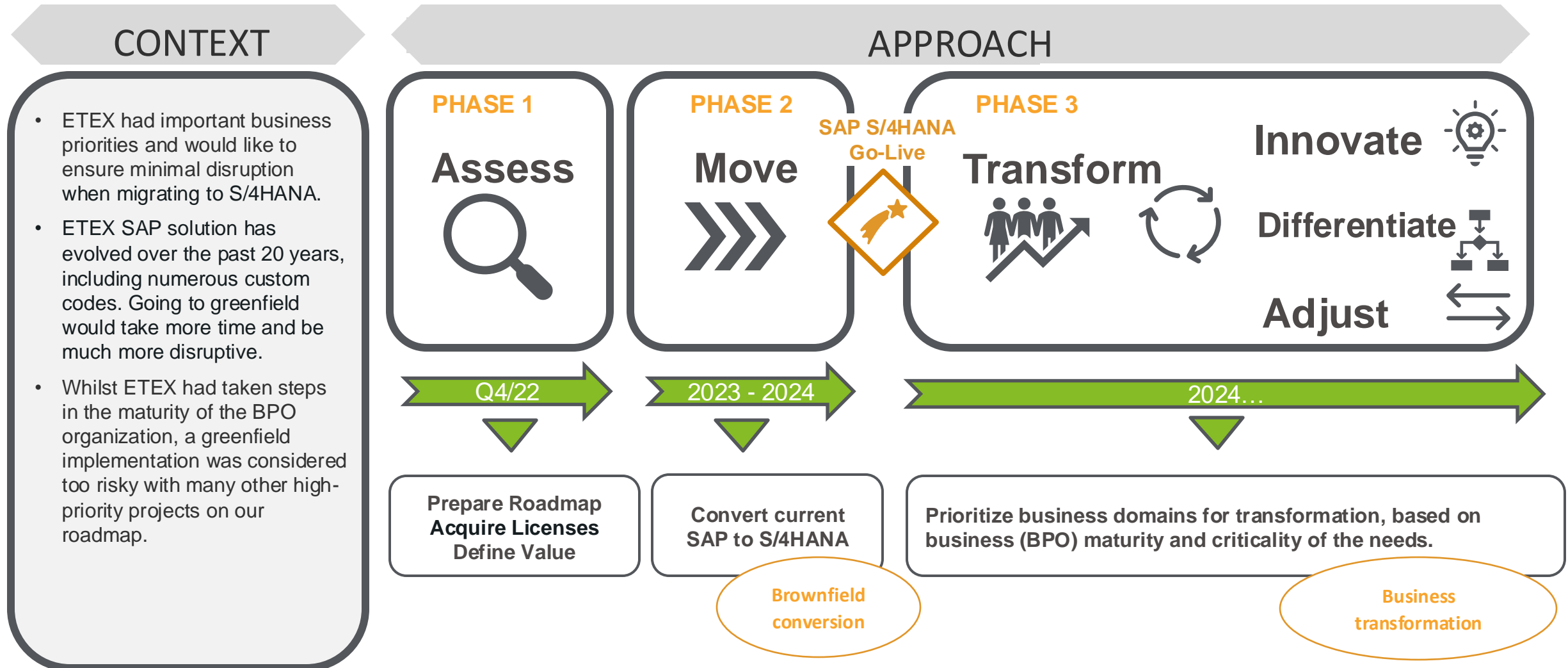
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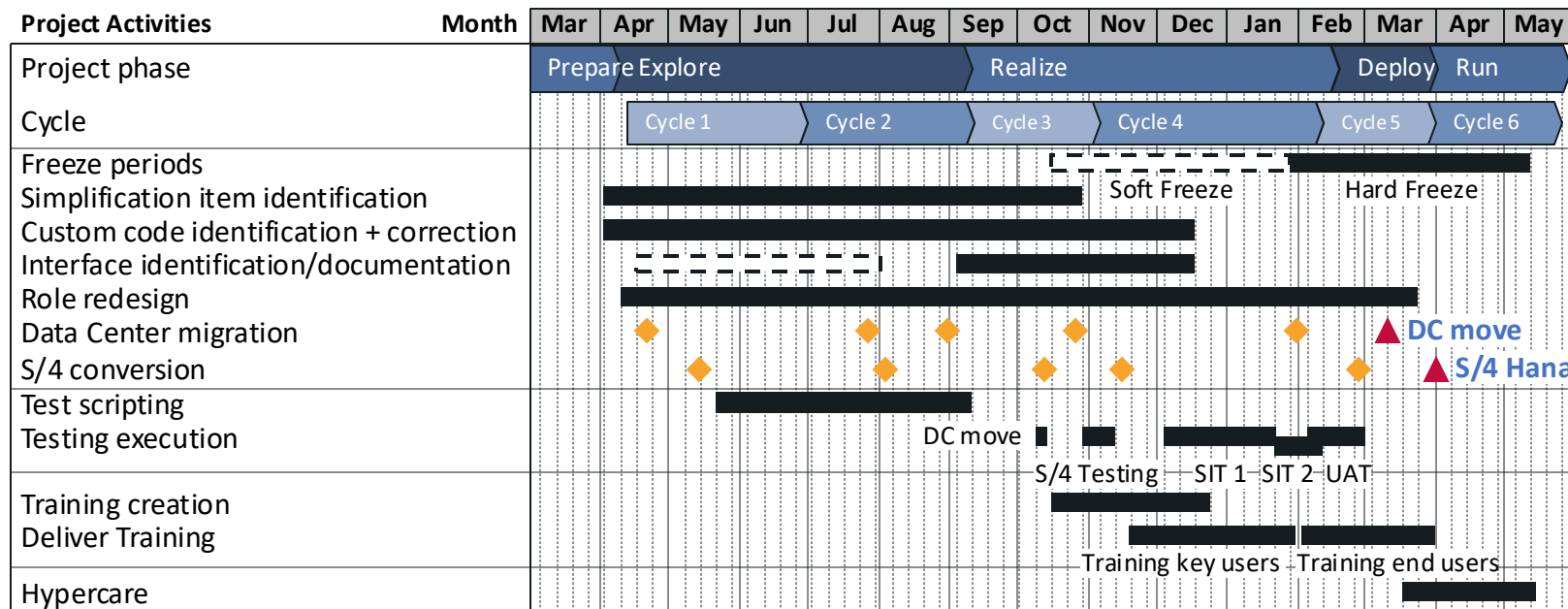
How to: a phased approach

Proposed scenario: first a technical migration, then business transformation



6 migrations cycles were defined to support this conversion

As a brownfield implementation, we performed the mandatory changes only. Other transformations are seen as future projects. And we opted to split the project in 2 distinct go-lives week-ends



Why?

- Feedback received that we need 3 days to perform the S4 conversion only
- Better differentiate from Data Center move and S/4 HANA issues
- Make sure the downtime required by the business would be respected
- DDMO (SAP solution) was fairly new and less tested in highly customized environments like ours.

Impacts?

- 2 downtimes pushed to the business in a short laps of time
- Downtime during month-end



6.684 days

Efforts (Etex IT & Externals)



1.559

Custom codes



+2 million

Converted data to BP



+ 46

Training sessions



7.626

Test scripts



125 hrs

Cutover in 2 Weekends

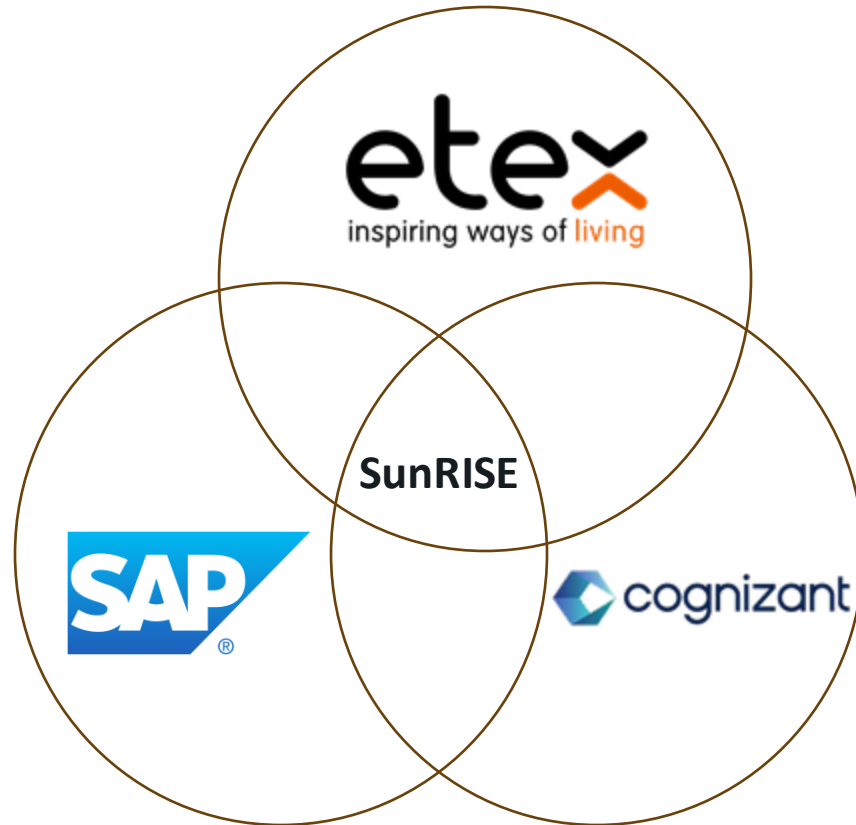
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Leveraging our successful partnerships

We collaborated with our long-term AMS partner Cognizant, and SAP. Each supplier had their own responsibilities.



Partnership Long-term partnership

- **Cognizant** is our AMS partner
- **SAP** is our software partner

Supplier Limit number of suppliers

- **Cognizant** is already in-house at Etex for our daily support.
- **SAP** is responsible for the RISE management and SAP S/4 HANA solution

Scope End to end ownership

- **Cognizant** is responsible for all technical changes and testing
- **SAP** is responsible for technical conversion, functional changes and the move to RISE
- **Etex** has the end-to-end ownership of the changes

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Lessons learned

Following the project challenges we faced



Add-ons compatibility with S4 was not easily identifiable



Recommendation : 1 go live weekend, change of sequence



SAP authorization redesign project with parallel timeline



Refreshed Quality system



Clean up of the batch jobs



Maintenance on the productive ECC system



End-to-end ownership is on Etex



Peak time of effort



Build a collaborative team with internal on-site and externals mostly offshore.



Keep the hard freeze period for 6 months, too many projects in parallel



No test script repository existing. New scripts to be documented from scratch



CVI should be done upfront the S/4 conversion

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Our strategy going forward

IT and business driven

Technology

Keep the core clean

- No new ABAP developments and core code modifications
- Remove custom objects
- Remove outstanding data and transactions

Merge our ERP systems (SAP + non SAP)

- EU-SAP and URSA (both on S/4 HANA)
- Deploy S/4 to outliers
- Assess if tier 2 is required

Enhance the user experience

- Selected deployment of Fiori UI

Govern the RISE contract

- SAP technical service management
- Actively manage size and FUE count

Business

Enable our business transformation

- Group reporting and consolidation
- Closing cockpit
- Warehouse management
- Transportation and loading
- HR Payroll
- Commerce cloud
- AI use cases for business value

Drive acceleration of shared services through process harmonization

Discover new features to drive further efficiencies and functionality

Intelligent business process management to drive continuous improvement

Thank you.

