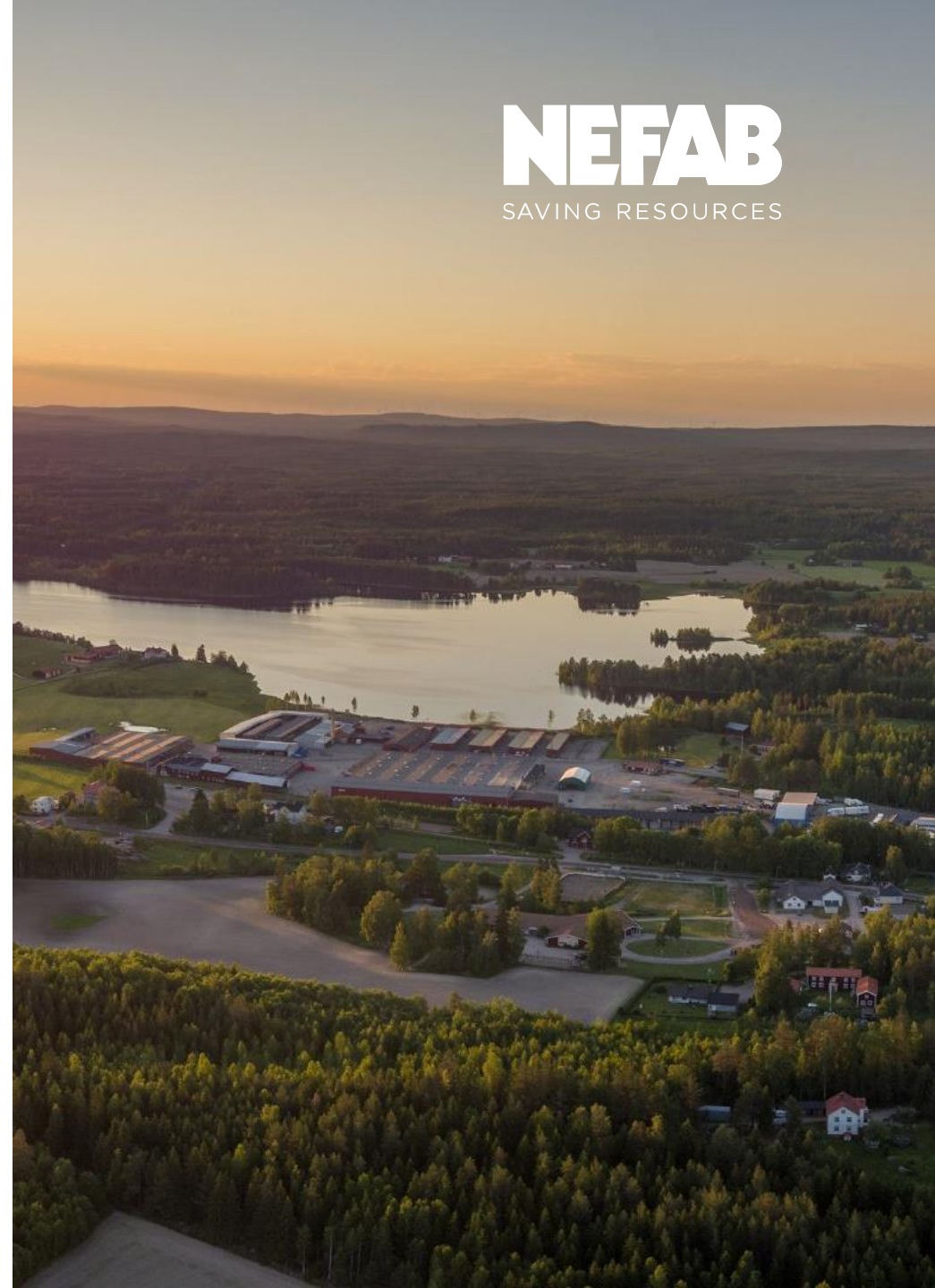**NEFAB**
SAVING RESOURCES

Global ERP Rollout

How to roll out in 50+ companies in 30 countries
in a short time – how do you succeed?

AGENDA

- Introduction

- Background

- Program

- Success Factors

INTRODUCTION

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NEFAB OVERVIEW

NEFAB
SAVING RESOURCES

OUR OFFERING

Packaging Solutions

Logistics Services

Optimization Programs

REVENUE

966 MUSD (2023)

CUSTOMERS IN MULTIPLE INDUSTRIES

Telecom & Datacom

Energy

Automotive

Healthcare

LiB

Other Industries

OWNERSHIP

Nordgren/Pihl

FAM (Wallenberg)

50%

50%

BACKGROUND

NEFAB
SAVING RESOURCES

Why

– Old Dynamics platform – outdated and not supporting strategy going forward

– Aquisitions and local application increasing – creating more complex reporting environment

– Harmonize business processes and data structure across the group

How

- Build strong core to enable quick rollout

- Core setup build with global team and business stakeholders

- Keep the core throughout the rollout by strong ownership.

Vision

- Rollout factory to execute a predefined solution

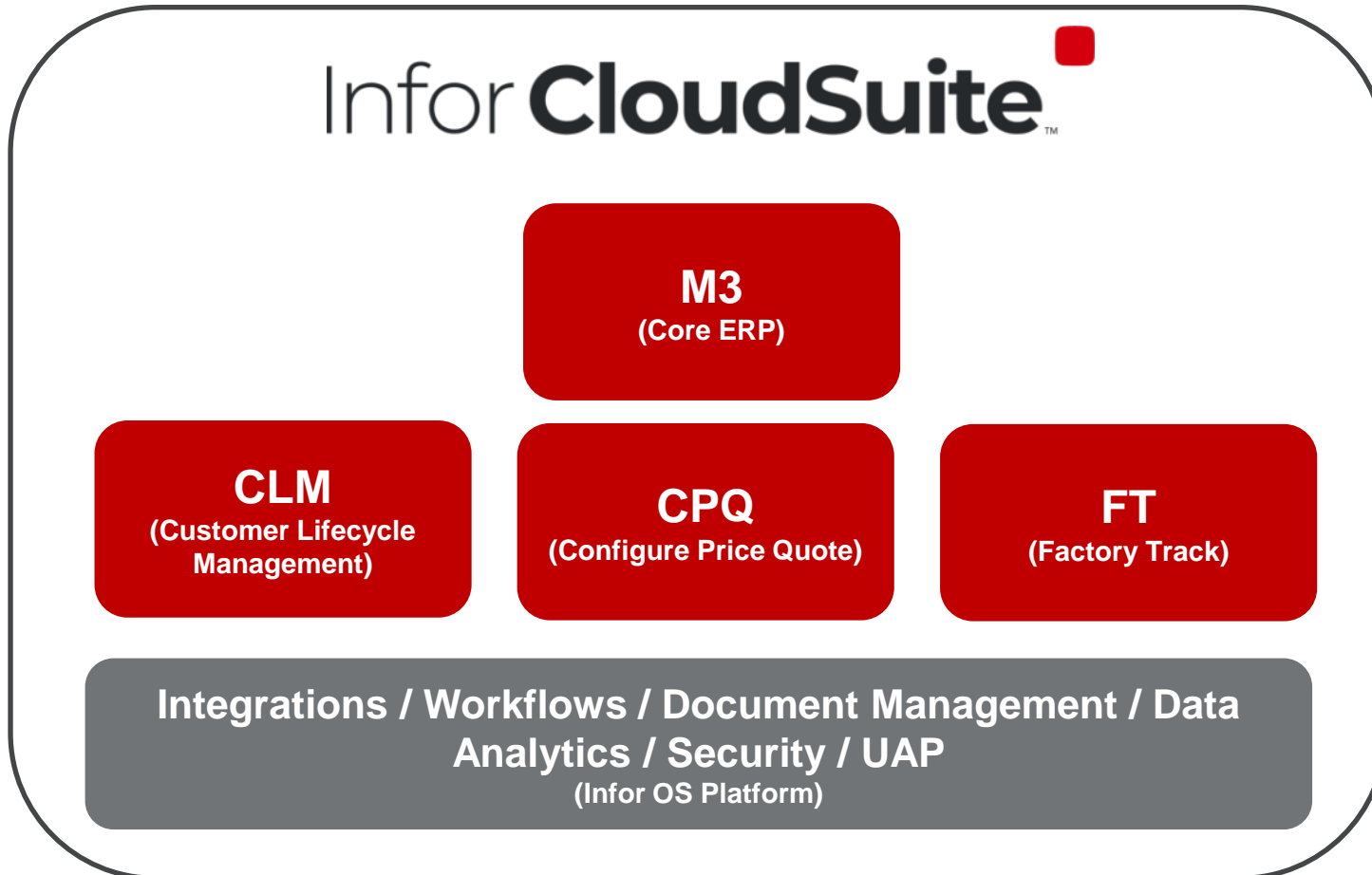- Data migration "factory" enabler for speed

ERP ROLLOUT

MAJOR STEPS IN THE PROGRAM

- Solution overview

- Rollout preparation

- Rollout execution

- Support & Governance

ERP PROGRAM OVERVIEW
INFOR CLOUDSUITE

Infor **CloudSuite**.™

M3
(Core ERP)

CLM
(Customer Lifecycle Management)

CPQ
(Configure Price Quote)

FT
(Factory Track)

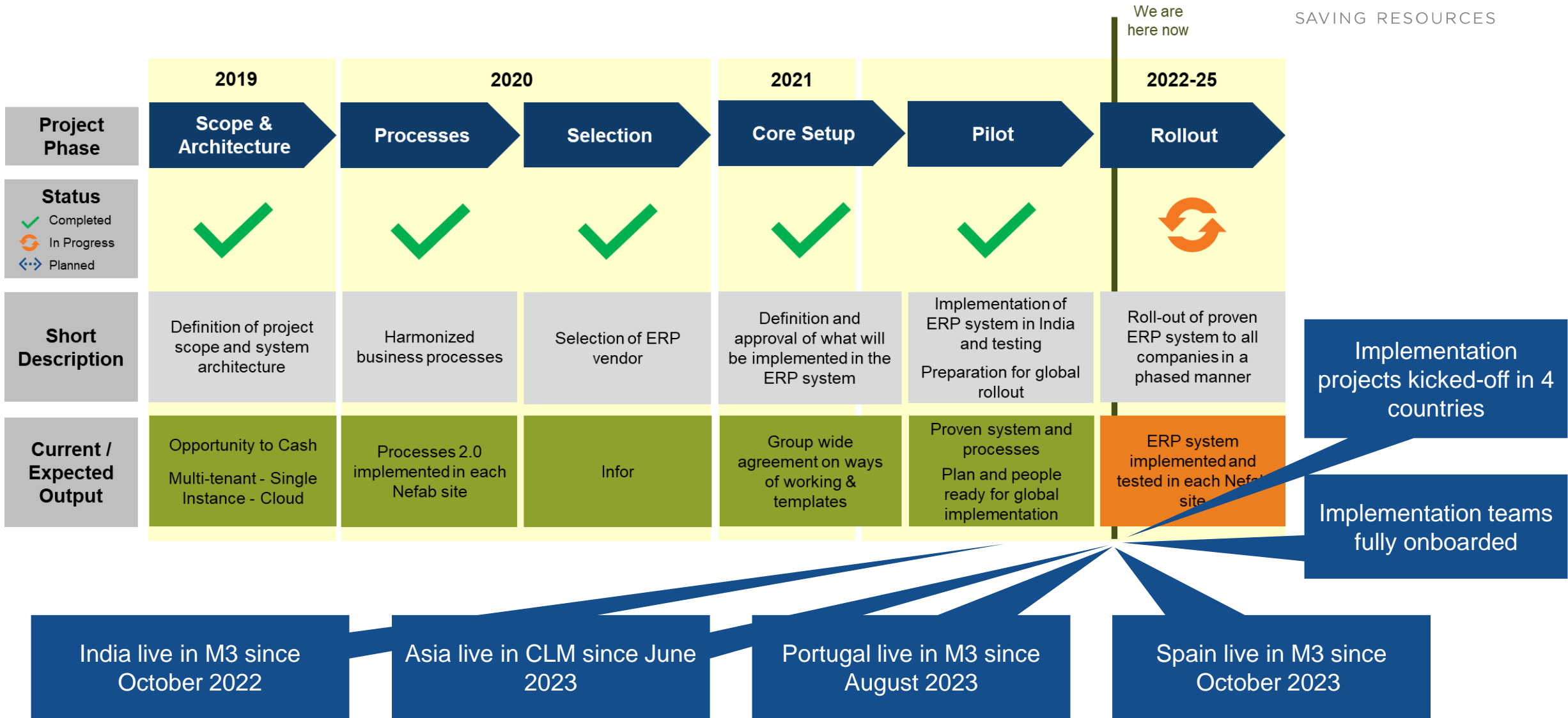Integrations / Workflows / Document Management / Data Analytics / Security / UAP
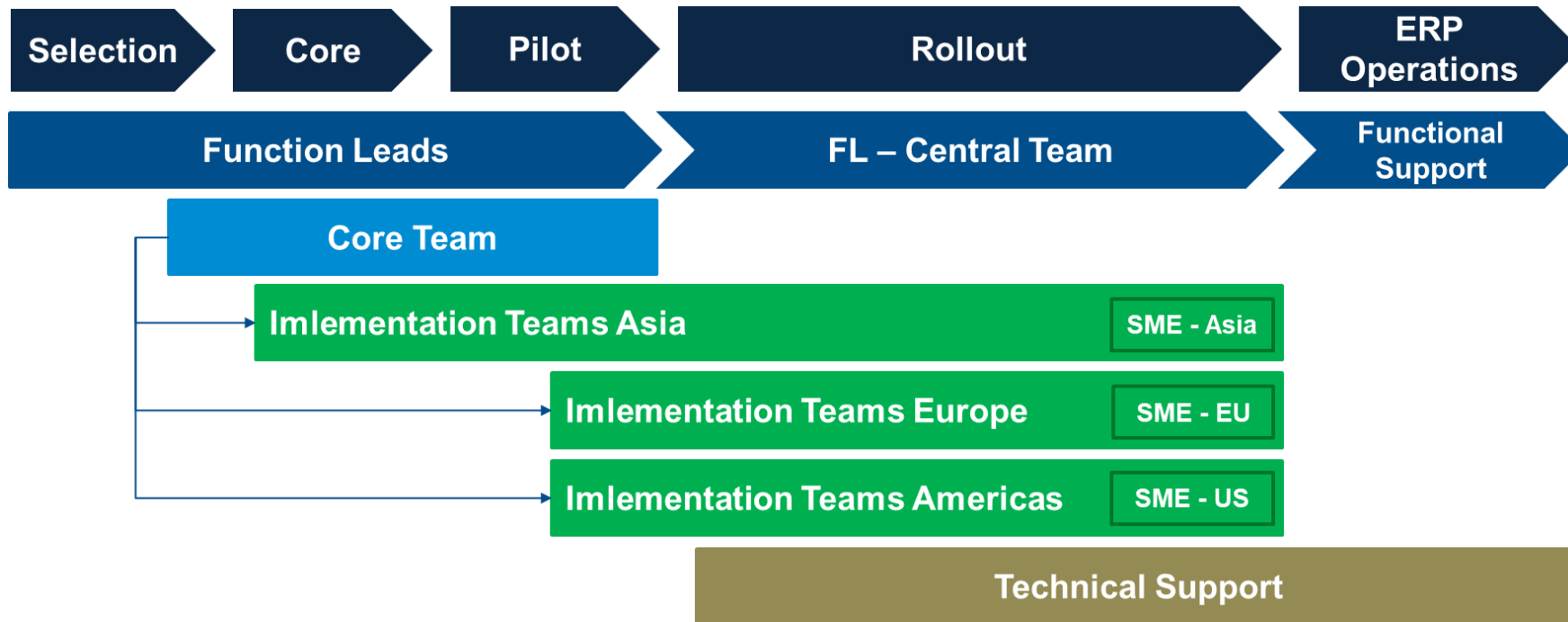(Infor OS Platform)

- Total 1500 users across Infor CloudSuite
- IPC as starting point – adjusted and improved for Nefab
- UAP for user instructions and training material

NEW NEFAB ERP

NEFAB
SAVING RESOURCES

We are here now

Project Phase	2019	2020		2021		2022-25
Project Phase	Scope & Architecture	Processes	Selection	Core Setup	Pilot	Rollout
Status ✓ Completed 🔄 In Progress ‹···› Planned	✓	✓	✓	✓	✓	🔄
Short Description	Definition of project scope and system architecture	Harmonized business processes	Selection of ERP vendor	Definition and approval of what will be implemented in the ERP system	Implementation of ERP system in India and testing Preparation for global rollout	Roll-out of proven ERP system to all companies in a phased manner
Current / Expected Output	Opportunity to Cash Multi-tenant - Single Instance - Cloud	Processes 2.0 implemented in each Nefab site	Infor	Group wide agreement on ways of working & templates	Proven system and processes Plan and people ready for global implementation	ERP system implemented and tested in each Nefab site

Implementation projects kicked-off in 4 countries

Implementation teams fully onboarded

India live in M3 since October 2022

Asia live in CLM since June 2023

Portugal live in M3 since August 2023

Spain live in M3 since October 2023

RESOURCE & ROLLOUT STRATEGY

NEFAB

Selection	Core	Pilot	Rollout	ERP Operations

Function Leads	FL – Central Team	Functional Support

Core Team

Imlementation Teams Asia — SME - Asia

Imlementation Teams Europe — SME - EU

Imlementation Teams Americas — SME - US

Technical Support

Functional Leads continue from core & pilot into the rollout and ultimately form the ERP Operations line organization

Resources recruited and trained during Core and Pilot form the bulk of the Implementation Teams

Technical support for integrations and other "IT" parts of ERP shall be setup as a combination of internal and ERP vendor provided resources
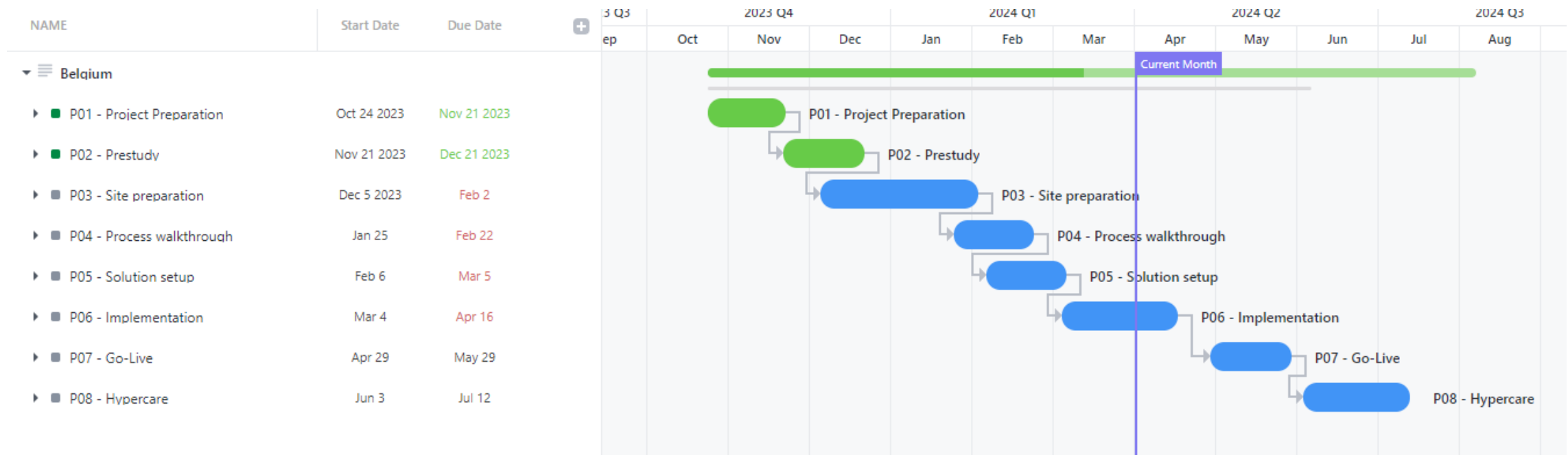
PROJECT ORGANISATION

ACTUAL

- 5 functional implementation teams

- 1 central team

- 1 project back office

- Split over 10+ countries
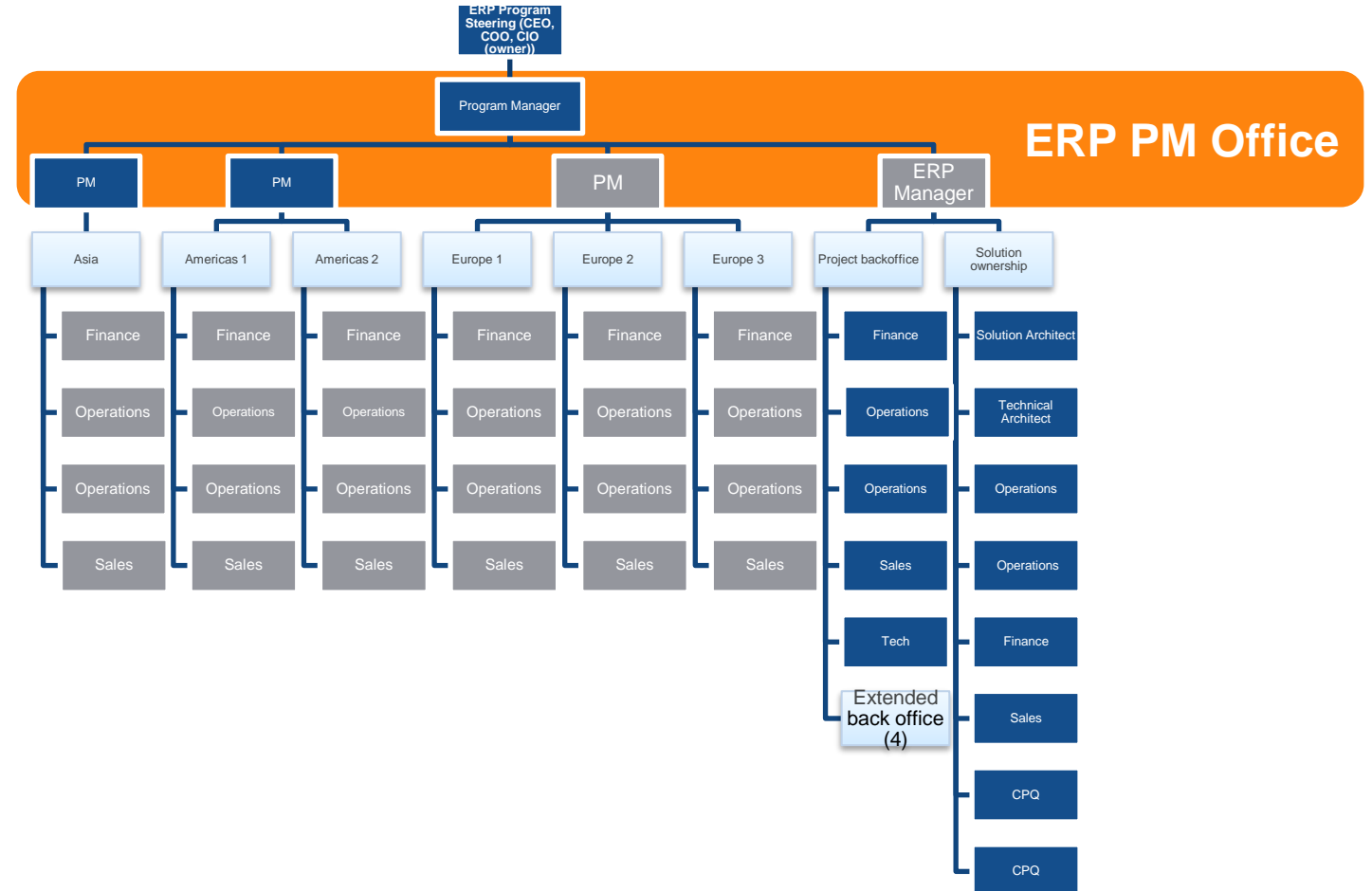
IMPLEMENTATION PROJECT

- Project timeline 3-6 months
- 2-3 rounds of data migration
- Prestudy in a simplified way

NAME	Start Date	Due Date
▾ ☰ Belgium		
▸ ■ P01 - Project Preparation	Oct 24 2023	Nov 21 2023
▸ ■ P02 - Prestudy	Nov 21 2023	Dec 21 2023
▸ ■ P03 - Site preparation	Dec 5 2023	Feb 2
▸ ■ P04 - Process walkthrough	Jan 25	Feb 22
▸ ■ P05 - Solution setup	Feb 6	Mar 5
▸ ■ P06 - Implementation	Mar 4	Apr 16
▸ ■ P07 - Go-Live	Apr 29	May 29
▸ ■ P08 - Hypercare	Jun 3	Jul 12

DATA MIGRATION PROCESS

Migration content

- Migration is executed based on predefined rules and mappings.
- No "manual" intervention between AX and M3.
- Migration focus only selected masterdata with predfined filters

 – Item with transactions past 24 months
  – Customer same as above
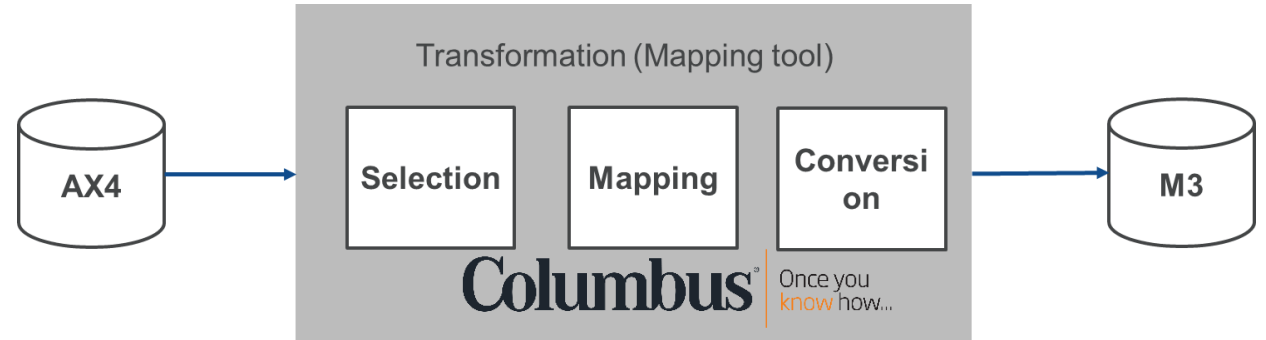
Consequences

- Data quality is important
- Preparation of data can start months before the actual project
- Validation files and check-files available for local projects
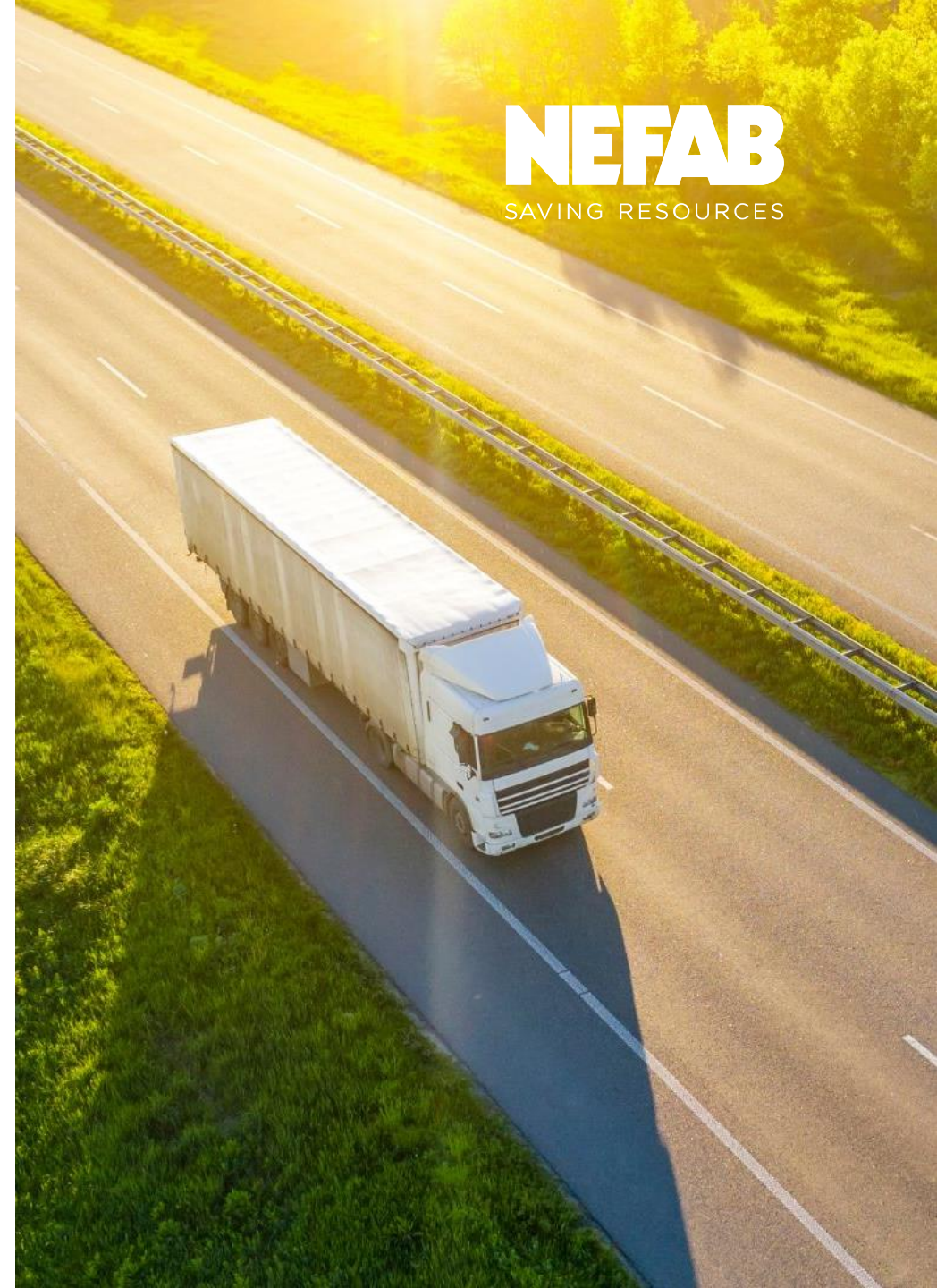
CHALLENGES

- Change management
- Business similarity
- Data quality
- Roles & responsibilities in a Global organization
- Pilot Project
- Solution readiness
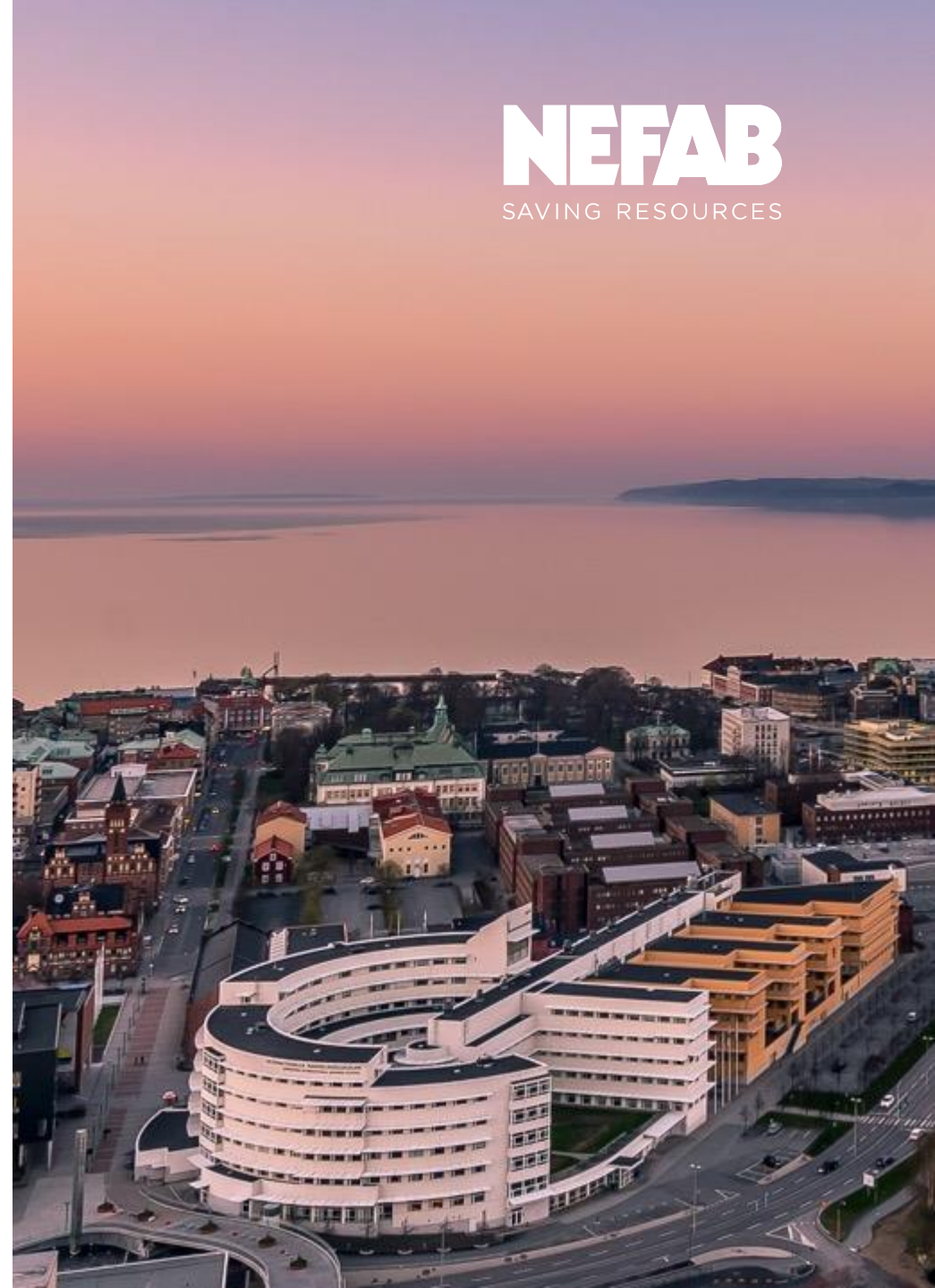
HOW DO YOU SUCCEED….

- People & Partners
- Celebrate success
- Stakeholders in business
- Change management
- Manage project scope

THANK YOU! ANY QUESTIONS?