



We are
aluminium

A world of infinite opportunities – in aluminium

Building block of modern society

Transportation



Packaging



Buildings and construction



Applications and end-user products



The global and complete aluminium company

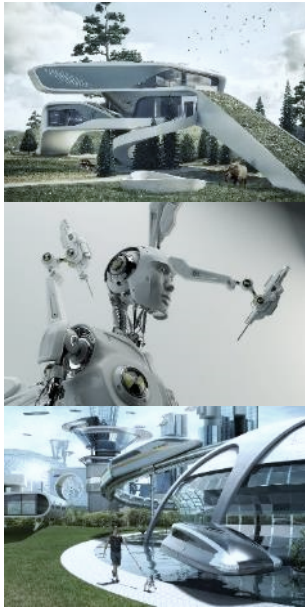


“...create a more viable society by innovative and efficient use of natural resources and products”

More than 110 years of industrial development and responsibility



Aluminium – metal of the future



Hydropower – infinitely recyclable energy



Engaged in the entire value chain – R&D, innovation and tailormade solutions



Global reach, local presence

35,000 employees

150 locations

40 countries

Involved and engaged



MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM



Product service offering and quality along the value chain



Built on market understanding, customer closeness and competence



1) Outside China;
2) Extrusion ingot, sheet ingot, primary foundry alloys and wire rod;
3) Packaging, automotive, litho, building & construction and general engineering;
4) Primary Foundry Alloys



Hydro Treasury and Cash Management System

March 2019

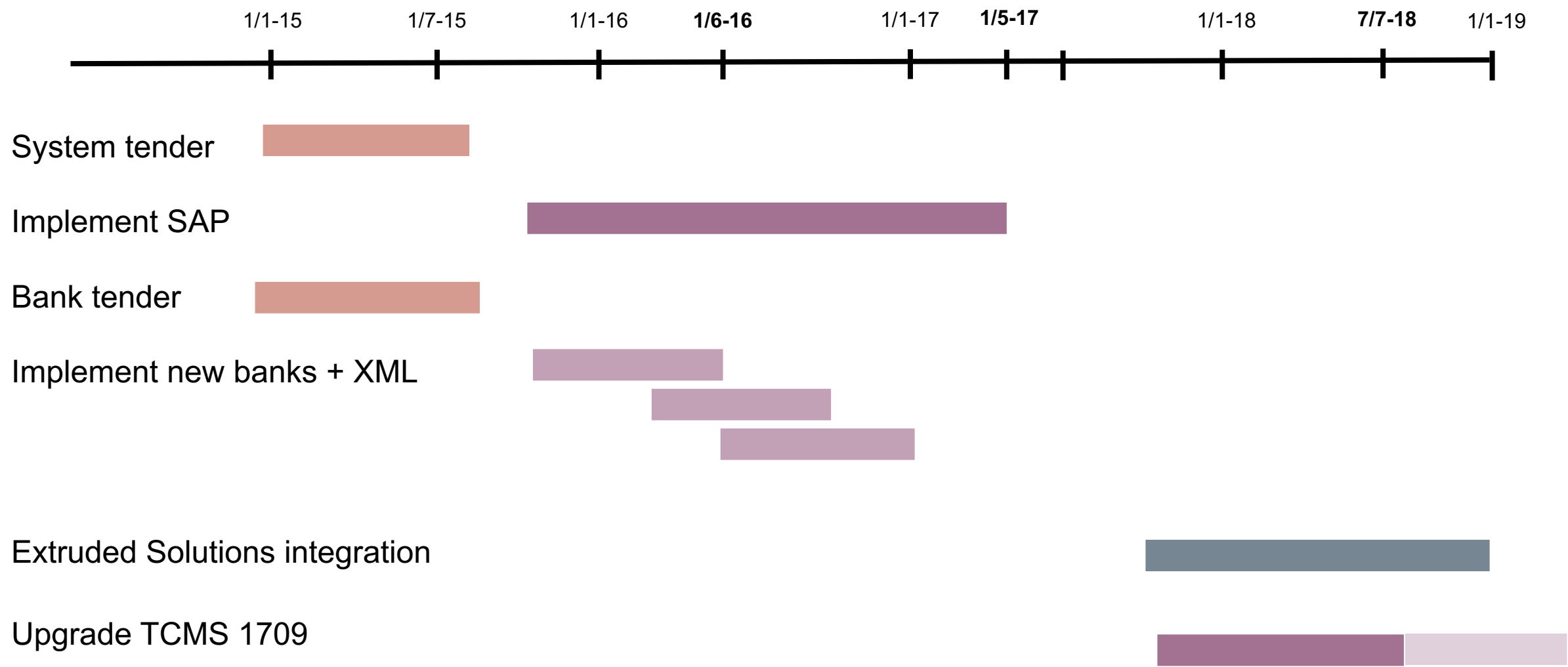
- S4Hana
 - Treasury and Cash Management System – stand alone system, private cloud
 - One SAP system live rolling out in Business area Extrusion Solutions
- One SAP system in migration, live on S4Hana in November 2019
- 5 SAP systems on different versions

Treasury and Cash Management in a Hydro context

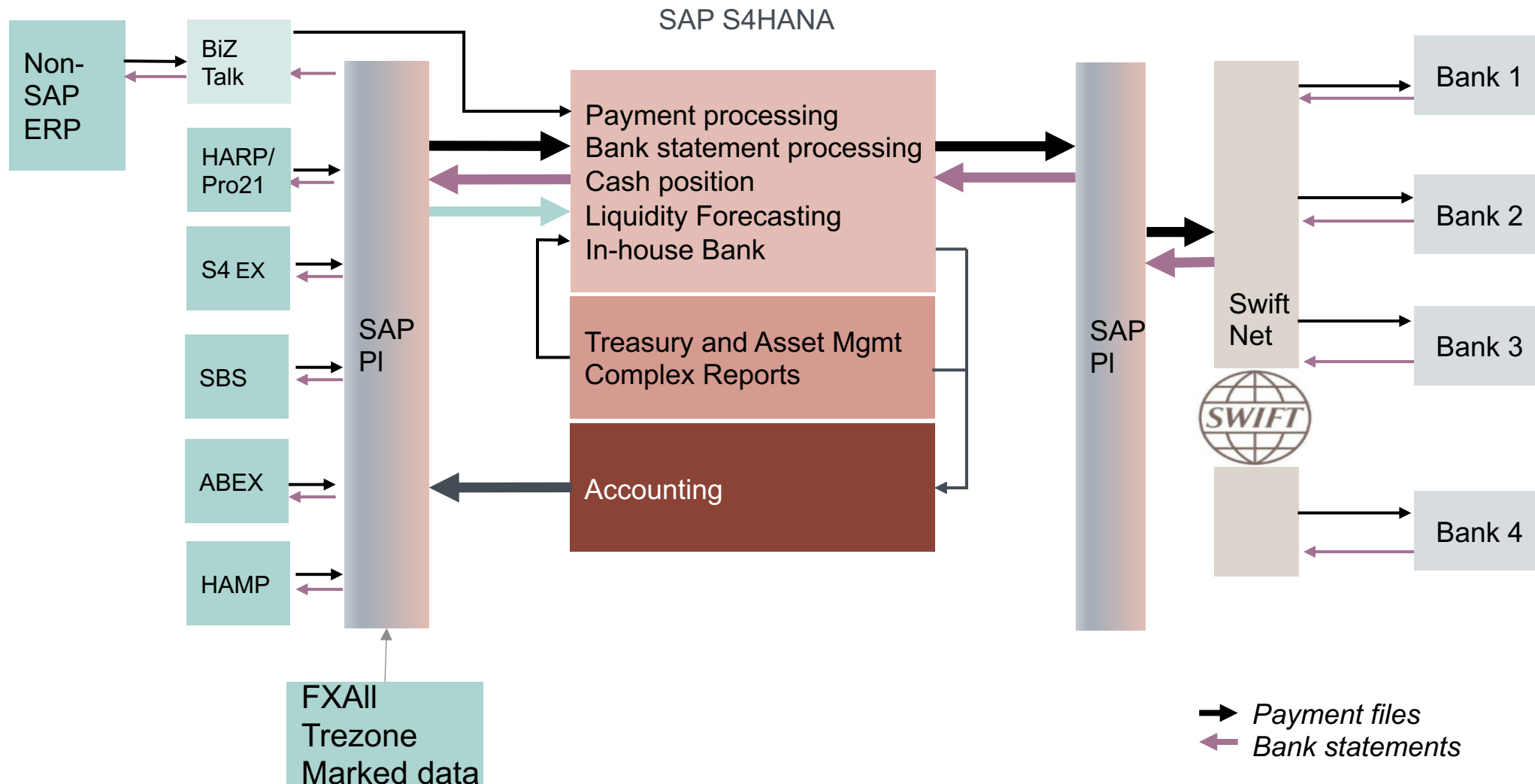


- Centralized treasury
 - Liquidity management, Internal funding, Treasury transactions and Cash Management services
- Central governance for payment process
 - In-house bank and payment factory (PINO)
 - Local payment processing in shared service centers, over locally owned bank accounts
 - Cash concentration (ZBA cash pools)
- Strong focus on
 - Systems, interfaces and security
 - STP in transaction processing

Main Activities 2015 - 2019



SAP Treasury and Cash Management System



SAP Treasury & Cash Management System (TCMS)

Modules implemented

- BCM – Bank Communication Module
- CM – Cash Management
- BAM – Bank Account Management
- IHC – In-House Cash
- TRM – Treasury & Risk Management - Both Corporate Treasury and Asset Management
- BI – Business Intelligence (for reporting)
- FI – Finance (General ledger for Treasury Accounting)

Implementation 2015-2017

Lessons Learned

- SAP's ability to deliver projects not as expected
 - Project management
 - Underestimated work
 - Lack of technical expertise
- Solution platform and system maturity not as expected
- Resources
 - Required contribution from Hydro resources was underestimated, use of consultants (Nasarius as) essential
 - Training before testing was not good enough
- The contract with SAP too weak in many aspects
 - Migration of data, authorizations, testing and documentation
 - No focus on process descriptions

Upgrade 1709

Lessons Learned

- Big technical shift from 1605 to 1709
 - SAP technical personnel lacked experience
- A lot of problems with authorizations for new Fiori apps
- Poor quality on new functionality
 - Old functionality disappears without replacement
- Too many bugs and issues after go-live
 - Not enough resources to solve them in reasonable time

Hydro Pain points

- TRM
 - Reports using logical databases – need CDS views
 - Guaranties as a complete product
- In-House Cash
 - Multi branch solution on Hana with Fiori user interface
 - Improved reporting
- BCM
 - Improved reporting – monitoring and statistics
- CM
 - Overdues included in Cash balances
 - Missing Fiori Reports

Roadmap TCMS

Elements to be considered

- Hydro total SAP road map
 - Challenging puzzle...
- TCMS need for upgrade 1809 or 1909
- Multi Bank Connector
- Possible digitalization “projects”

02

SBN Fagruppe Treasury and Cash Management

SBN Faggruppe Treasury and Cash Management



Bakgrunn:

- Ønske fra SAP om innspill til utvikling
- Utvikle beste praksis, lære av hverandre

Mandat for faggruppe:

- Erfaringsutveksling
- Ideer og krav til utvikling
- Beste praksis

Interessert?



Hydro

We are aluminium

