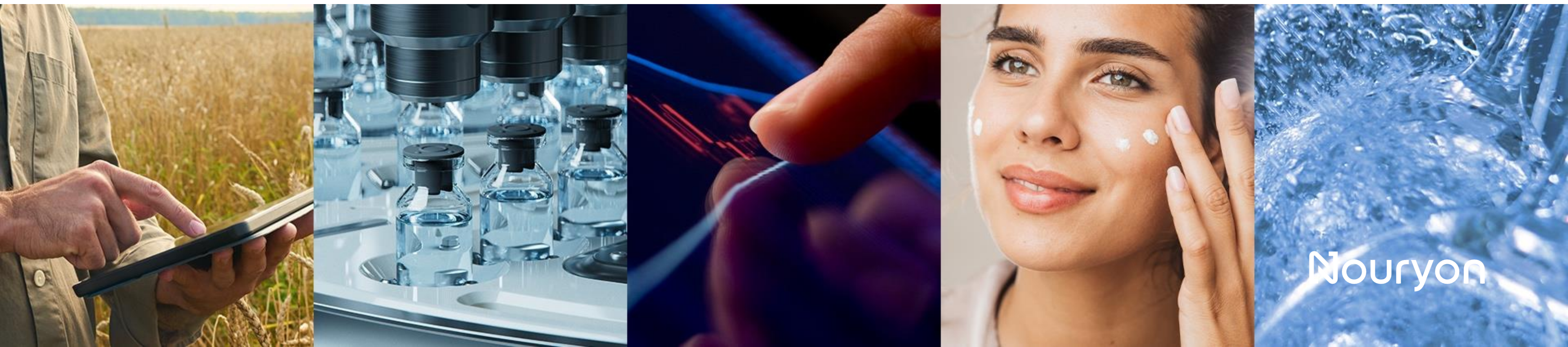


SBN CONFERENCE · OCTOBER 2026

A Shipload of Improvements

Nouryon's journey to integrated logistics with SAP TM and BN4L



KEY FACTS AND FINANCIALS

Nouryon at a glance

~\$5.1B

Revenue

80+

Countries we operate in

8,000+

Employees worldwide

36%

Of revenue from Eco-Premium Solutions²

76%

Of R&D pipeline focused on sustainability benefits

14

Innovation centres worldwide

Ratings¹

CDP B Climate

CDP A- Supplier Engagement

EcoVadis Gold · top 3%

¹ 2026 CDP score. 2025 EcoVadis Gold rating places us in the top 3% of companies then rated by EcoVadis.

² Products with significant sustainability benefits over mainstream alternatives, with the same or better functionality. 2025 data.

01

Our project: ILP

International Logistics Program

'A shipload of improvements'

Global figures of Nouryon’s international logistics

Ocean spend / year

~€80M

~€62M excluding pre-leg

Outbound ocean shipments / year

~33k

~67k TEU*

Inbound ocean shipments / year

~18k

Excluding pre-leg

Logistics FTEs

94

Dedicated to operations worldwide

Regional hub volumes

5 hubs

Europe		29k
North America		20k
Asia		16k
South America		3k

TEU by departing region · incl. reverse logistics 5k TEU (8%)

Flows in scope · shipments / year

Suppliers

9.5k

Plant

Plant

~11k

DC

Plant

~22k

Customer

Shipment profile

Container load

99% FCL · 1% LCL

Packaging (TEU)

71% dry box · 29% ISO tank

Mode · outbound

100% ocean

Mode · inbound

98% ocean · 2% air



Why we had to change

Four questions our logistics teams could not reliably answer

W1



What to ship?

- **The gap**

No E2E visibility of transport agreements or bookings at order creation

W2



How to plan?

- **The gap**

Manual, fragmented processes across 6 regions with no standard playbook

W3



Where are my shipments?

- **The gap**

No real-time track and trace across carriers and modes

W4



What must be paid?

- **The gap**

Invoice disputes handled late, at PO level only, with no charge-type granularity

Our vision

“ Design and implement standard operational processes to control and automate international trade and logistics with proven technology ”



What to ship?

● The target

E2E visibility of transport agreements and bookings at order creation



How to plan?

● The target

Direct booking with carriers, confirmed ETAs, standardised across all regions



Where are my shipments?

● The target

Real-time track and trace, anywhere in the world. Spot blockers, predict ETAs



What must be paid?

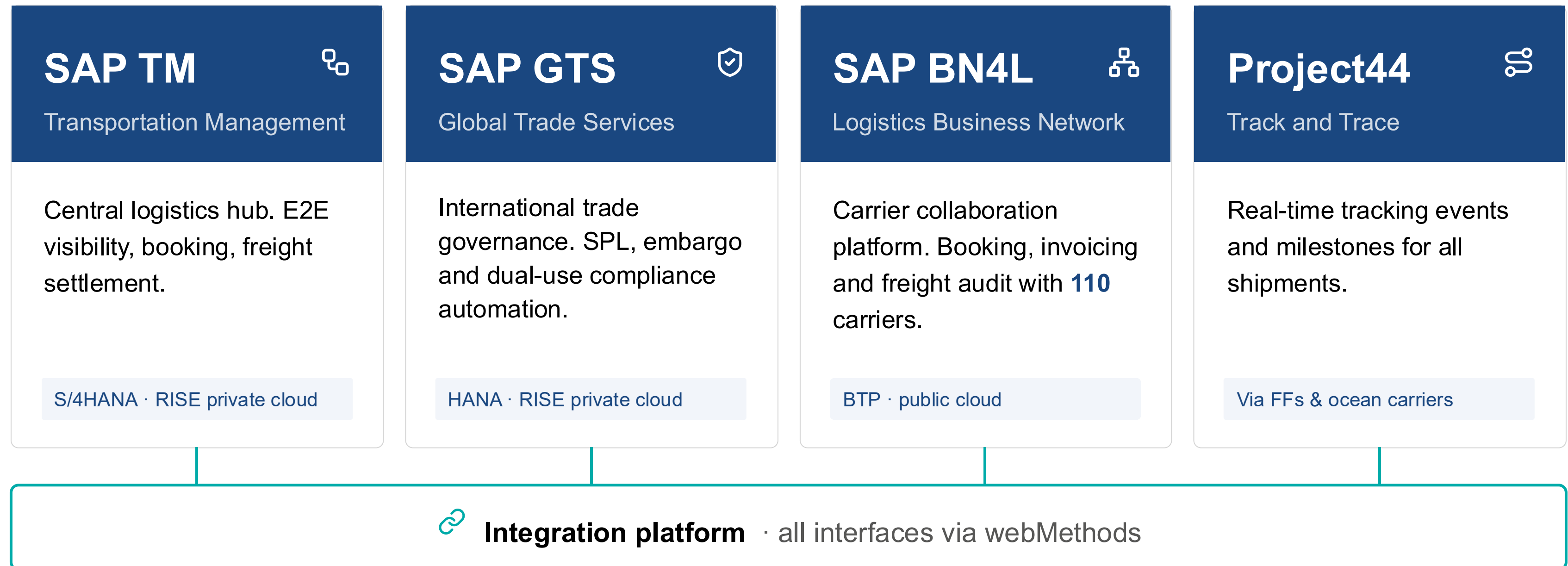
● The target

Robust freight settlement, interactive audit, dispute management without stopping the process

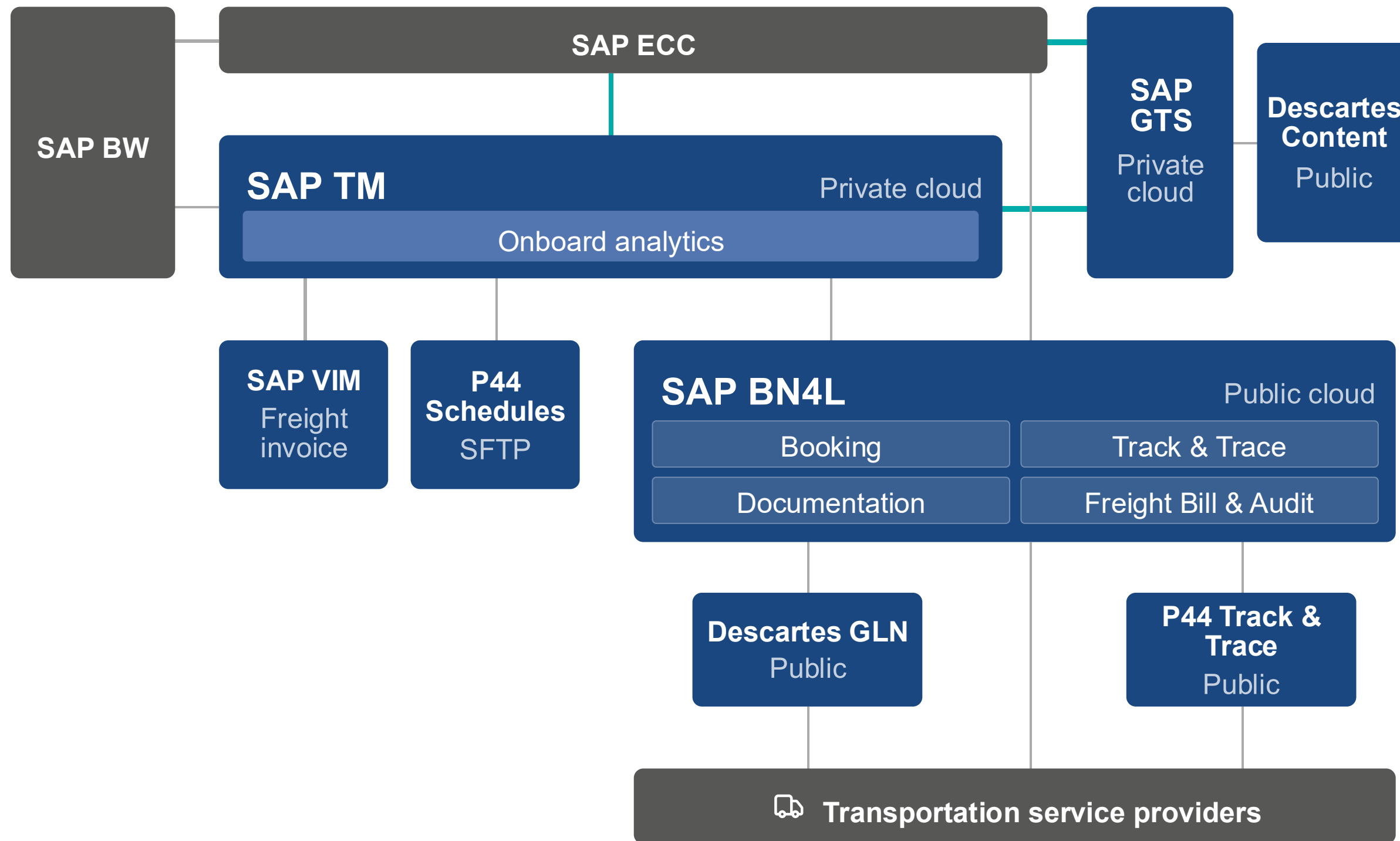
THE SOLUTION

An integrated SAP platform

Four integrated systems, all interfaces running via our integration platform



SAP TM solution landscape and integrations



Implementation scope

- ✓ SAP S/4 Cloud TM Private Edition
- ✓ SAP BN4L Freight Collaboration
- ✓ SAP BN4L Global Track and Trace with P44
- ✓ P44 Schedules
- ✓ Integrations with ECC, VIM, Descartes, Transporeon and carriers
- ✓ SAP GTS edition for HANA Private Edition

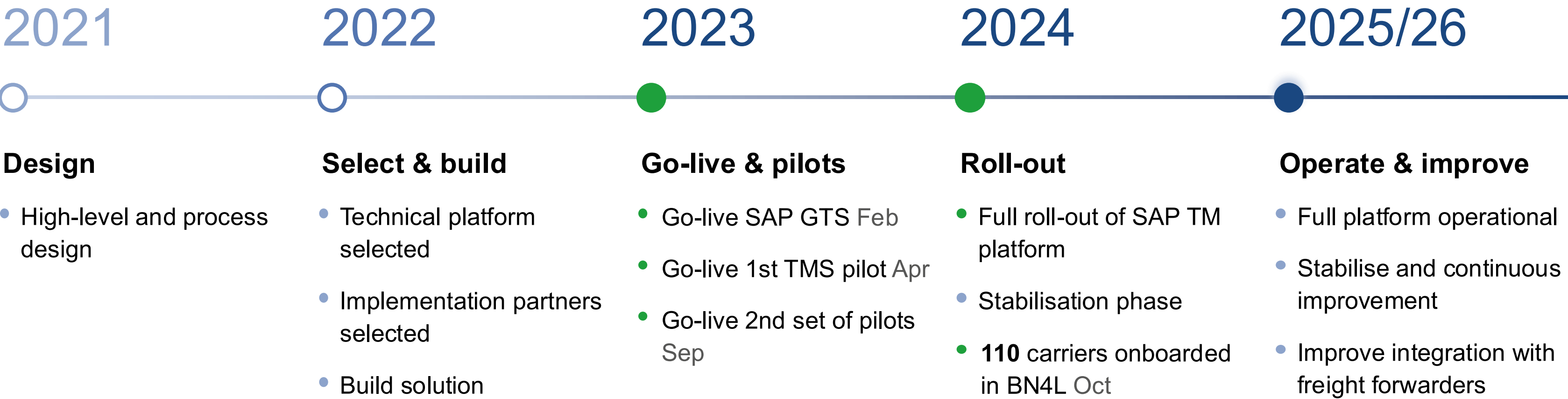
02

Timelines & lessons learned



How we did it

● Go-live milestone ● Activity



WHAT WE ACHIEVED

Business outcomes



↑ OTIF

Real-time visibility

Improved OTIF with T&T dashboards.
See all shipments, anywhere, at any time



40+

Process standardisation

Initiatives to standardise and harmonise processes across all regions



Regulatory compliance

Automated SPL, embargo and dual-use checks via SAP GTS



110 Ocean carriers in BN4L for T&T
30 Freight forwarders for E2E collaboration and settlement

Carrier network



Order → delivery

Automation

E2E sales and stock transfer process automation, from order to delivery confirmation



S/4HANA · BTP

State-of-the-art platform

Full S/4HANA and BTP deployment: a future-ready logistics foundation

OUR CURRENT CHALLENGES

We are not there yet

#	CHALLENGE	WHAT WE SEE	WHAT IT LEADS TO TODAY
01	Master data maintenance	Carrier rates in SAP TMS out of date; P44 schedules unreliable months ahead	⚠ Bookings not planned automatically, causing more manual planning and correction than desired
02	Operational discipline	ECC changes ignore TMS planning impact; manual bookings cause inconsistencies	⚠ Changes lead to inconsistencies and rework downstream
03	Freight settlement and invoicing	FSD and invoicing issues cause late invoices, disputes, GR/IR balances; BNL misses China Golden Tax and E-invoicing directives	⚠ Where BNL invoicing does not fit, invoices go via SAP VIM: cumbersome and labour-intensive
04	Dangerous goods	Not well covered in freight booking, in TMS or BN4L, missing information and integration	⚠ We resort to text-based instructions to freight forwarders
05	Freight forwarder integration	Forwarders struggle to integrate with BN4L via API	⚠ We stick with processing via the portal

Lessons learned

✓ Do

- 01 Treat the implementation as an end-to-end logistics project. Involve Procurement, Logistics, Finance, Sales. Invest in change management as heavily as the technology; focus on operational discipline
- 02 Secure executive sponsorship from day 1, drive decisions across functions
- 03 Standardise processes before go-live, not after
- 04 Clearly define the drivers and prerequisites for success and evaluate them constantly
- 05 Start simple: Basic flows, local pilots
- 06 Engage carriers early: onboarding takes longer than expected, especially with API integration
- 07 Take ownership of program, -project- and change management

✗ Avoid

- 01 Underestimating the impact and complexity on your IT and operations
- 02 Pushing through a solution the organization is not ready for
- 03 Build and implement a solution to fit all process variances
- 04 Offloading programme, project and change management to external
- 05 Not monitoring interfaces, process deviations from day 1
- 06 Treating stabilisation as the end: budget for continuous improvement
- 07 Assuming all carriers can or will join a digital network immediately

Where we go from here



Continuous improvement

- Expand BN4L carrier coverage
- Move to API-based integration with freight forwarders to reduce manual effort
- Further automate freight cost accruals and invoicing



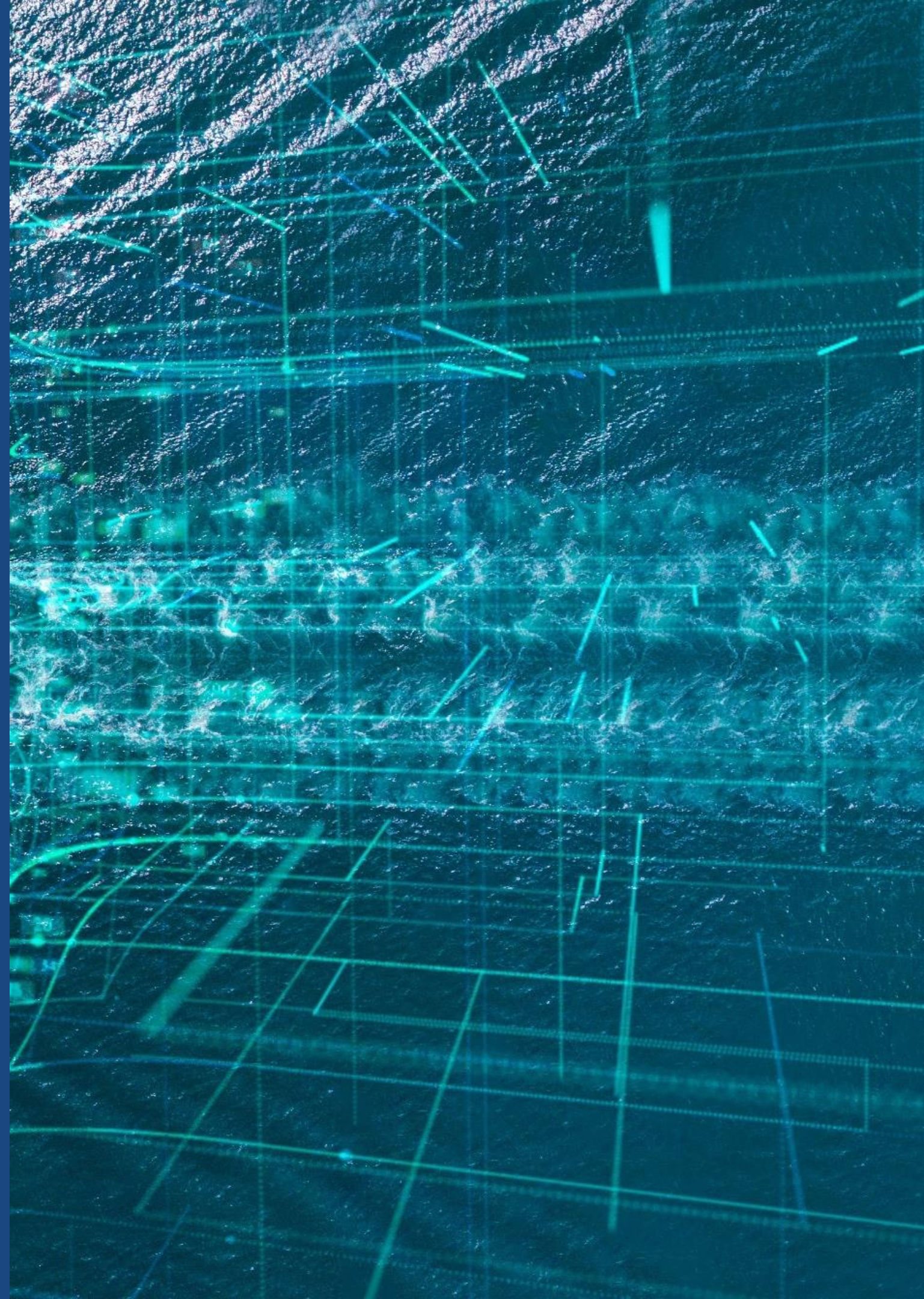
Innovation horizon

- AI-driven invoice processing
- Exploring and enabling Joule capabilities in BTP and TMS

From a shipload of challenges...
...to a shipload of improvements

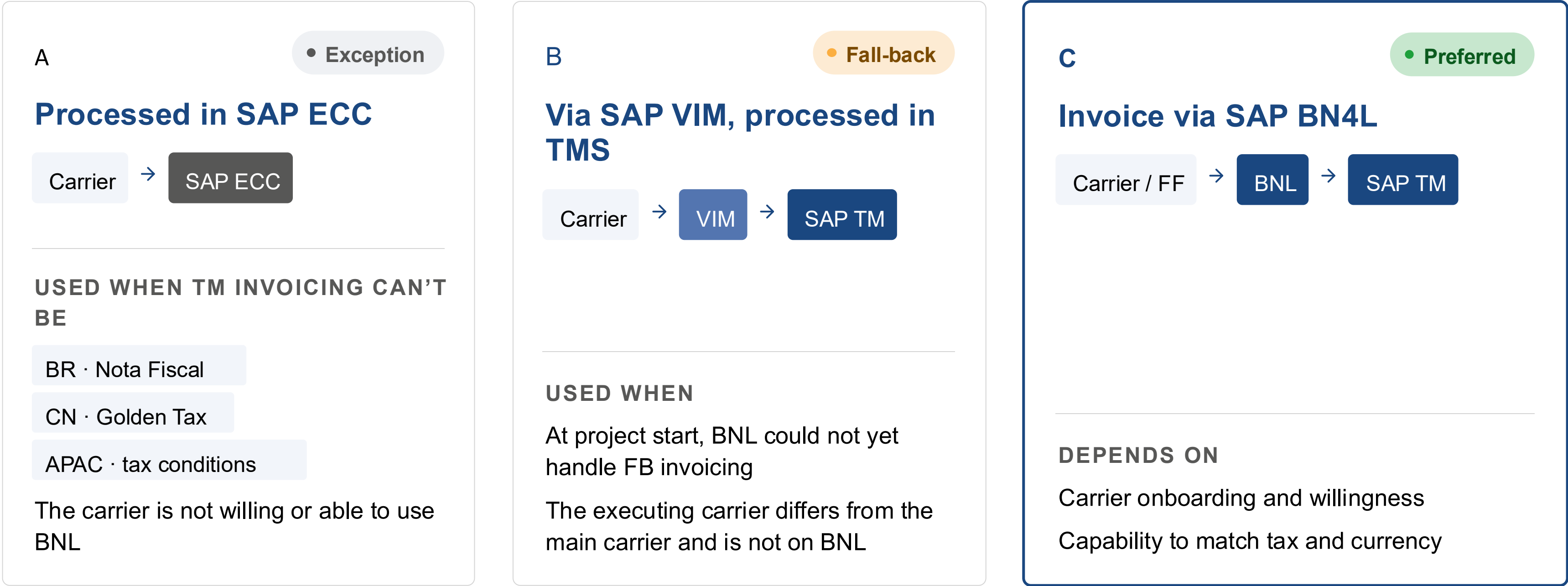
03

A solution to some of our main challenges



Freight Invoicing verification

Invoice verification is a broken process. Why? Invoicing are landing at wrong department for verification and invoice details don't match the order details.



Invoicing and freight settlement

The traditional way: why it broke

- ✗ PDF invoices via SAP VIM: PO level only, no charge-type detail
- ✗ Disputes created late: after payment, not before
- ✗ No collective invoicing across multiple freight orders
- ✗ Regional compliance (China, Brazil) unsupported



The new way: SAP BN4L with Pluto

- ✓ Net-value dispute management before invoicing
- ✓ Electronic invoicing with charge-type granularity
- ✓ Collective invoicing across multiple FOs and FBs
- ✓ Supports China regional compliance

AI · underway

Pluto-Invoice

01 []

Capture and read

Invoices arrive via email, shared folders or portals; AI reads the details

02 [✓]

Validate and prevent

Validated against SAP TM, BN4L and S/4HANA / ECC before posting

03 ↗

Post and route exceptions

Clean invoices post directly into SAP; exceptions go to AP with clear reasons

04 ↗

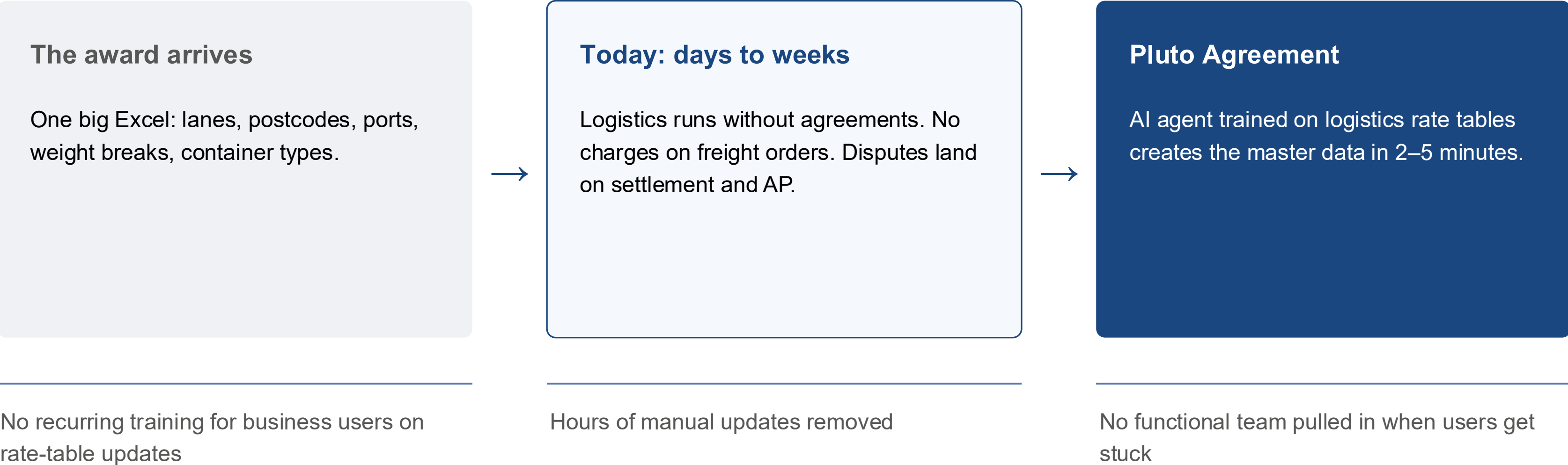
Learn and improve

Each decision trains the models, improving detection and preventing repeat issues

From carrier Excel to SAP TM rate tables in 2–5 minutes.

THE CHALLENGE

Orders can't be planned automatically, Disputes constantly being raised. Why?
Carrier rates are not maintained consistently and on time. Why?
It's hard to maintain rates in TMS



THREE KINDS OF CONSULTING

You can tell them apart by the first question they ask.

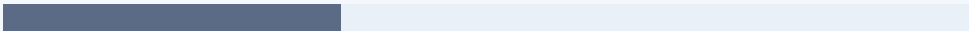
THE TOP-HEAVY FIRM

"What's your five-year strategy?"

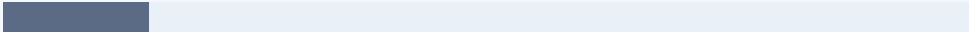
Program management



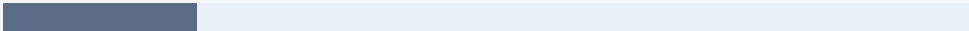
SAP expertise



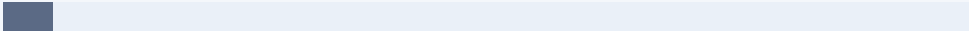
Process expertise



Integration expertise



Own products



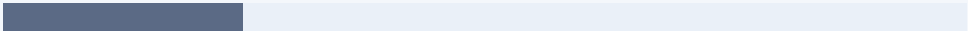
YOU GET

Frameworks and slides. Little that runs in production.

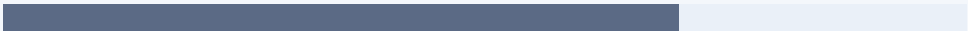
THE ORDER-TAKER

"What do you want us to configure?"

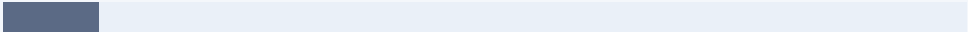
Program management



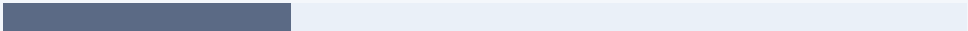
SAP expertise



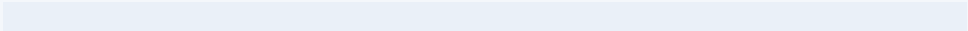
Process expertise



Integration expertise



Own products



YOU GET

Exactly what you asked for. Same problems, new system.

NAV IT

"Why do you need that?"

Program management



SAP expertise



Process expertise



Integration expertise



Own products



YOU GET

The root cause fixed — and controls that hold.

AT A GLANCE

Fix the process first. Then let AI carry it.

AREA	PROBLEM	BEST PRACTICE	AI HELPS	EXAMPLE
Visibility on the road Retail · Defence	Status by phone	One shared view	Live ETA and delay alerts	Sky
Gate check-in Chemicals	Manual checks, lost photos	Capture once, at the truck	Vision reads truck and driver	Orion
Freight tendering Every industry	Price-only awards	Same criteria for all	Agents recommend the share	Pluto Procurement
Award to rate table Every industry	Weeks of manual entry	Rates live before shipping	Excel to rates in minutes	Pluto Agreement
Carrier invoices Every industry	Late disputes in Finance	Charge-level match in TM	Any format, read by AI	Pluto Invoice

WHO WE ARE

About NAV IT



An **Innovation**-driven **Boutique** Consulting Company
committed to
Logistics Simplification, Performance Amplification

10+

Years of
Professional
Experience

35+

SAP and
Hyper
Automation
Experts in
Germany, UK
and India

37+

Projects
delivered

22+

TM/EWM
Projects

11+

BN4L Projects

6+

Others

Customers
from

18+

Countries

550+

Carriers
onboarded
in BN4L

7+

AI Add-Ons/
Solutions

We believe in words of Benjamin Franklin:-
"Well done is better than well said".

#NavigateToSuccess

WHO WE ARE

NAV IT's Portfolio



Architecture & Design | Implementation | Build | Maintenance

Process Consulting

Procurement

Logistics

Warehousing

Collaboration(Supplier
and carrier)

SAP Consulting

MM & Ariba

LE-TRA, TM & LGM

WM & EWM

BN-SCC & BN4L

Hyper Automation

SAP Joule/Build

UiPath

MS Power Automate

Artificial Intelligence(AI)

NAV IT's Add-Ons

Orion-The Gate App

Sky & Sky+

Pluto-Procurement

Pluto-Invoice

Pluto-Agreement

Technical – SAP ABAP | SAP BTP | MS Power Platform | AI

ONE THOUGHT TO TAKE HOME

Before you configure anything — ask why.

Because AI on a broken process just automates the problem.

01

What goes wrong?

The common problem, seen again and again.

02

What does good look like?

The best practice — before any technology.

03

Where can AI help?

Only once the process is right.

Questions & discussion

What is the one problem your last SAP project didn't solve?

Thank You.

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