

















€4.7 billion***
R&D expenses



As of December 31, 2016 including Covestro / Employees: as of June 30, 2017 (including Covestro)

* excluding Covestro: 99,720 employees (in full-time equivalents)

** excluding Covestro: €4.4 billion

Customer Focus

Experimentation



Trust

Collaboration

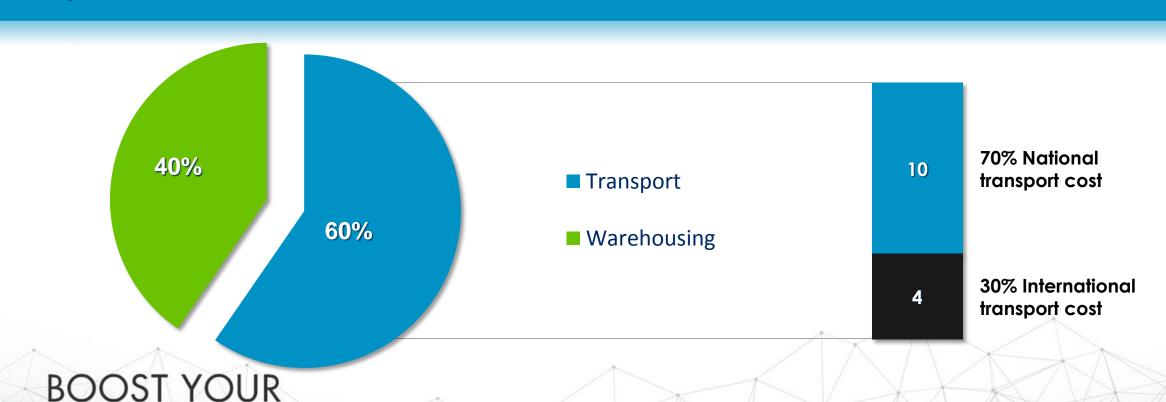




Warehousing cost: 10 Mio €

BUILD YOUR COLLABORATIVE ECOSYSTEM

Transport cost: 14 Mio €







LOCATIONS



<u>Garbagnate</u>

BHC Manufacturing



Gruppo Marconi



<u>Siena</u>

Vincenzini



<u>Rome</u>

Anagni

Silvano Chiapparoli Logistica

<u>Filago</u>





Caradonna

<u>Segrate</u>

Silvano Chiapparoli Logistica

<u>Livraga</u>

BHC Manufacturing



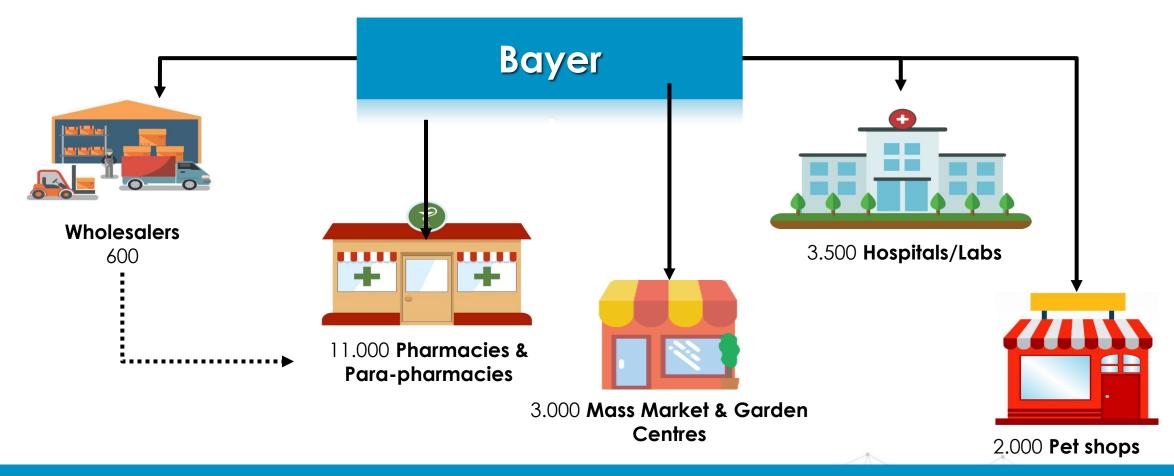


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CUSTOMERS (delivery points)





Total customers : ≈ 20.000





STRATEGIC FRAMEWORK



DIGITALIZATION

PHASE I (2010)

Focus on processes

Pre-invoicing

Contract Management

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PHASE II-III-IV (2012, ...)

Focus on tracking, collaboration, de-making

Customers

Clients & Stakeholders

Business partners



1. Pre-invoice

Automation





1. Pre-invoice

Automation



100% automation rate

- Transport cost calculation automated and manual activities only for exceptions
- Extra-costs managed in the regular pre-invoicing workflow

Breadth of cost drivers

- Packaging unit (pallet, case, parcel, etc.)
- Weight and volume
- Distance (kilometers)
- Delivery, Full Track Load, etc.

CONTRACTING

Contractual complexity

Ability to cope with a deep and wide contractual varieties

ADR surcharge, Cash On Delivery, telephone call, tail gate, porterage, warehousing, isles, attempts, etc.

An example: ... \in per delivery < 100 kg (weight ranges 10 kg - 30 kg - 50 kg - 100 kg), ... \in per quintal > 100 kg (weight ranges 1.000 kg - 3.000 kg - 5.000 kg - 10.000 kg - 23.000 kg - 28.000 kg) and collateral costs related to delivery to ... (+...%), GDO +...%, warehousing over ... days ... \in per quintal, 2° attempt = ... % of basic tariff, porterage = ... % tariff, tail gate ... \in

• • • Connection

Multilingual





• • • Connection

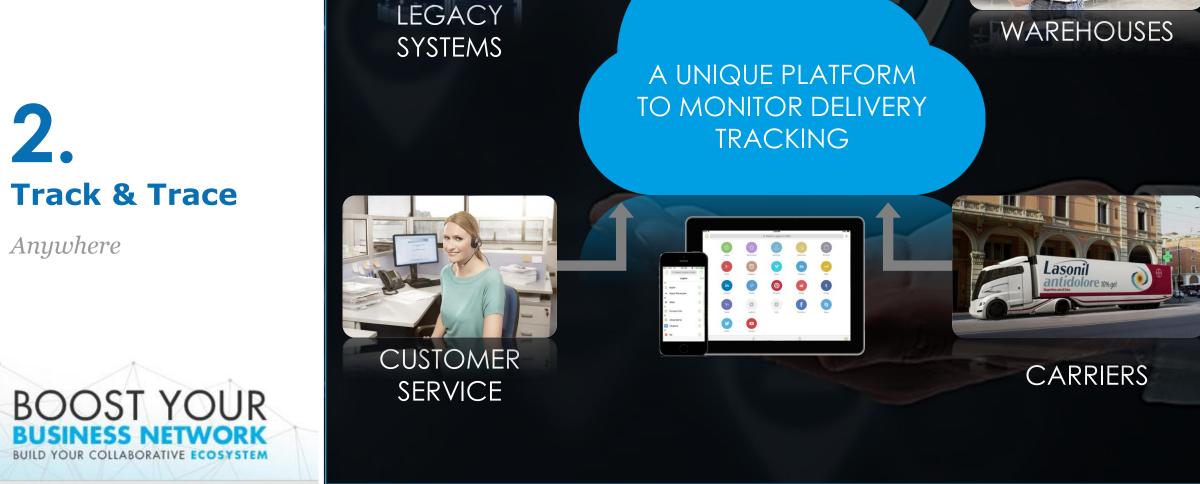
Multilingual



INTEGRATED TMS beyond the "interface" concept









3. Collaboration

No limits





3. Collaboration

No limits

BOOST YOUR
BUSINESS NETWORK
BUILD YOUR COLLABORATIVE ECOSYSTEM

Multicompany and multichannel

- BAYER's project was leveraged to create a new collaborative supply chain context, targeted to the pharmaceutical industry
 - Ø load/unload booking waiting time



INNOVAZIONE DIGITALE NELLA FILIERA FARMACEUTICA







4. Business Intelligence

KPI++





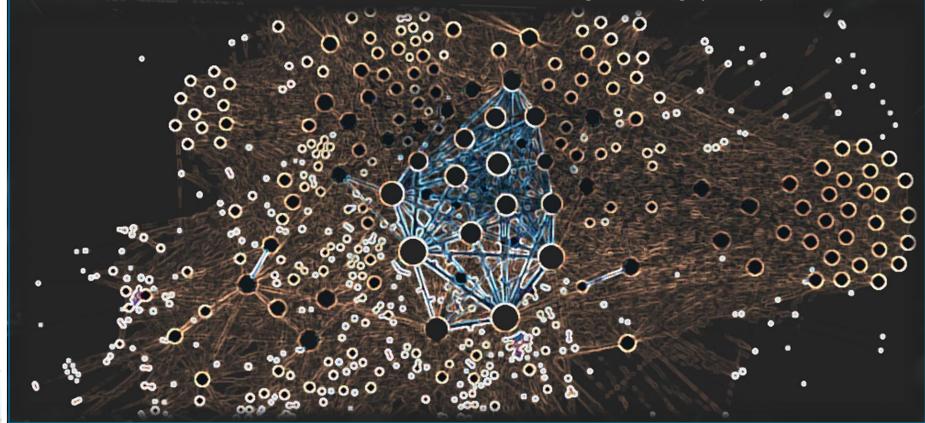
4. Business Intelligence

KPI++



Business Intelligence

- Configure the rules of "what-if analysis"
 that allow to elaborate different scenarios
 and options and compare le outcomes
 - Dynamic KPI dashboard (back)
 - Simulator engine for distribution network reengineering (forth)





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