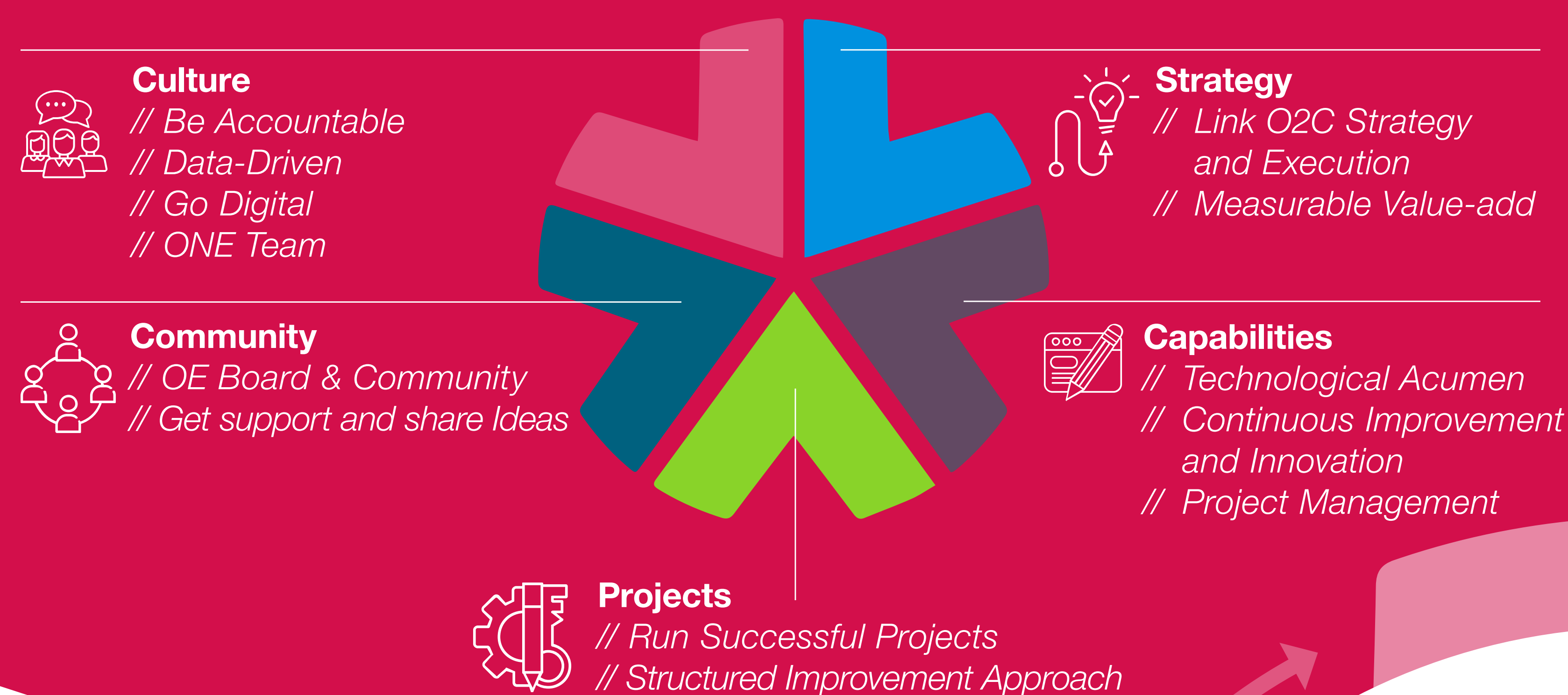


# 1. Vision

The Operational Excellence vision is to generate Business Value and reduce Waste via Projects, Capability Development and a joint Continuous Improvement Culture.

OUR OPERATIONAL EXCELLENCE PROGRAMME COMPRISES 5 CORE ELEMENTS:



# 2. Objectives

A number of objectives relate to these elements which link to our O2C Strategy:

We bring our O2C Strategy to life across all locations

We generate Business Value and reduce waste to make Bayer an Industry Leader in O2C



Our Continuous improvement culture empowers our employees to challenge and improve the status quo every day

We develop the Capabilities to drive structured problem solving and digitization

We join forces in Lighthouse Projects and actively share, learn & help each other in the global OE Community

# 5. Results

## BUSINESS VALUE

**109%** Working hours savings (WHS)  
After 11/12 months

## PROJECTS

**200+**  
projects kicked off with Increased focus on RPA and automation

## CAPABILITY DEVELOPMENT

**250**  
Employees trained

## COMMUNITY

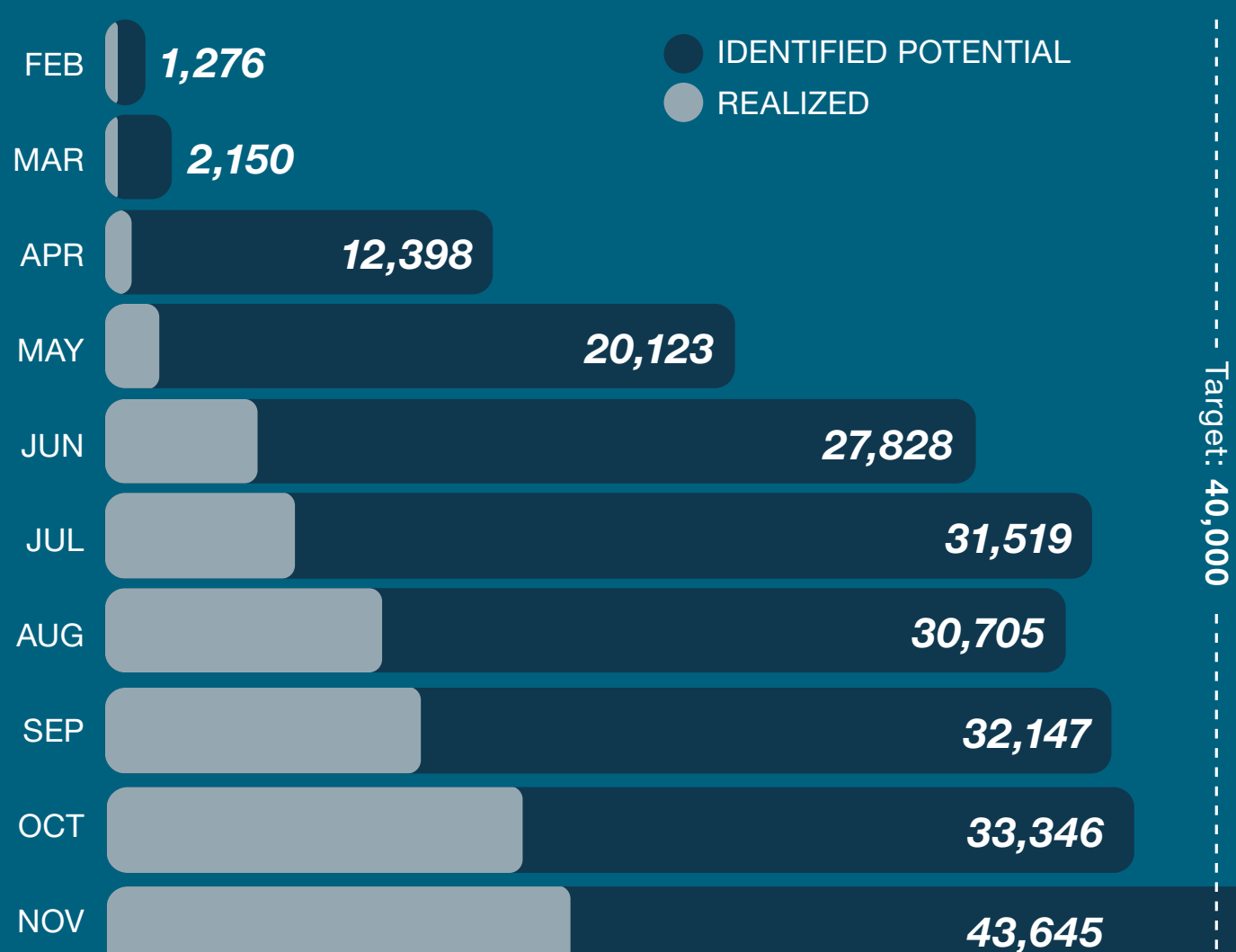
**3** OE Awards Categories  
**2** Ceremonies per annum

**68**  
Community Members

**42**  
OE Leads in Countries & SSOs

**4**  
Regional O2C Excellence Leads

## WORKING HOURS SAVINGS



**Multiple customer benefits**  
// Reducing fees & fines  
// Increasing shipment of full truck-loads  
// Optimising Ways of Working with customers (e.g. US Trade Terms / UK Returns process)

## Order to Cash Operational Excellence Programme

The programme was developed in 2020 in line with the total O2C 2023 strategy to **establish a continuous improvement culture to drive value into the business.**

Previously, direction was issued from the top down. We wanted our operational teams around the world to drive for Continuous Improvement themselves, by:

**TAKING OWNERSHIP FOR ISSUES**

**USING FACTS & FIGURES TO DERIVE SOLUTIONS**

**FOCUSING ON DIGITIZATION & AUTOMATION**

**WORKING ACROSS DIFFERENT TEAMS AND FUNCTIONS AS ONE TEAM**

Additionally, in our world of continuous business transformation, OE is central to delivering long term success and engendering commitment.

# 4. Approach and achievements



## EMPLOYEES TRAINED

**100** 2020 Q4  
**80** 2021 Q2  
**80** 2021 Q3  
in Lean Six Sigma, Daily Mgmt. System and Problem Solving  
+100 employees enrolled + online training academy setup



## INITIATIVES GLOBALLY

**54** 2021 Q1  
**149** 2021 Q2  
**181** 2021 Q3



## OE LEADS NOMINATED

**20** 2020 Q4  
**33** 2021 Q1  
**42** 2021 Q2



## WORKING HOURS SAVINGS

**2,000** > **430**  
Hours identified Hours realized

**28,000** > **5,400**  
Hours identified Hours realized

**32,000** > **10,000**  
Hours identified Hours realized

# 3. OE Targets

## BUSINESS VALUE

**Reduce 40.000**  
working hours

// Improve customer satisfaction  
// Reduce revenue loss & credits  
// Reduce working capital  
// OTIF improvement  
// Improve on time and in full delivery

## PROJECTS

**200**

Initiatives in OE Tracker

Lighthouse Projects

Claims & Disputes

Track & Trace

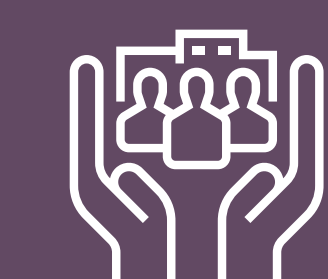
Returns

Overdue management

Automation

Order Management Automation

## CAPABILITY DEVELOPMENT



**Train 250**  
Employees in OE Capabilities

// Develop OE Training Curriculum  
// Develop community of Internal Trainers & Coaches to establish a CI Culture  
// Train community in Lean Six Sigma

## COMMUNITY



**30 OE Leads**  
in main countries, Regions & SSCs

Celebrate success in regular internal OE awards