

Gerda's steel has the **power to transform.**



Gerda – On the Move to Global Standard Processes - Update or Phase II

Presented by Glen Beeby - CIO - Gerda

Timeline



1901

João Gerdau, born in 1849 in Germany, and his son **Hugo** lay the foundations of Gerdau with the Pontas de Paris Nail Factory in Porto Alegre (state of Rio Grande do Sul, Brazil).



1940

Curt Johannpeter, son-in-law of Hugo, takes the helm of the company and oversees a decisive phase of business expansion.

Steel production begins with Riograndense in Porto Alegre.

Germano, Klaus, Jorge e Frederico Gerdau Johannpeter, the sons of Curt Johannpeter, take on leadership positions in the Company.

1960



1980

Beginning of **internationalization**: acquisition of Laisa in **Uruguay**.

Gerdau enters North America: acquisition of Courtice Steel in **Canada**.

Gerdau reaches an installed capacity greater than 2 million tons of steel at the end of the decade.

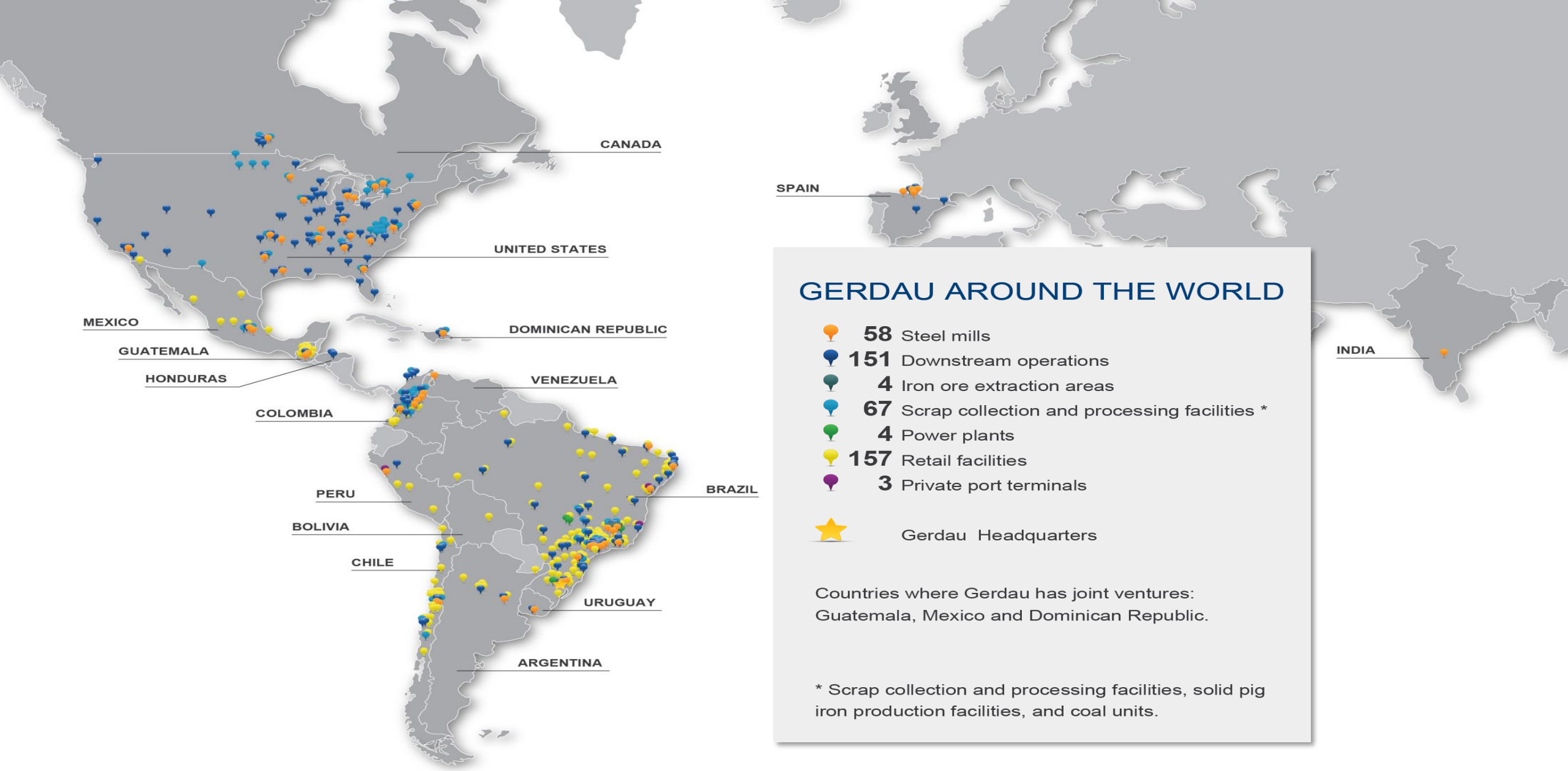
André B. Gerdau Johannpeter takes over as **CEO**

Gerdau celebrates **110 years**. Installed capacity exceeds 25 million metric tons of steel per year and with an industrial presence in 14 countries.

Entry into the **mining** segment and start of production of **flat steel** in Brazil

21st Century





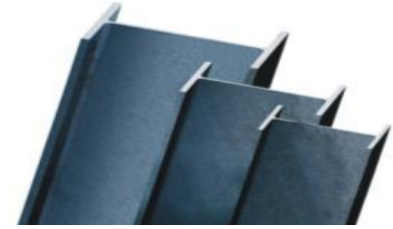
Main products of Gerdau



Rebars



Wires



Heavy structural shapes



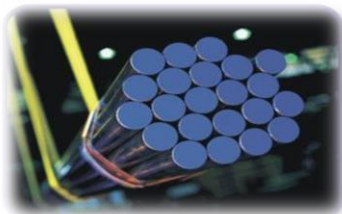
Billets, blooms & slabs



Wire Rod



Nails



Special Steel



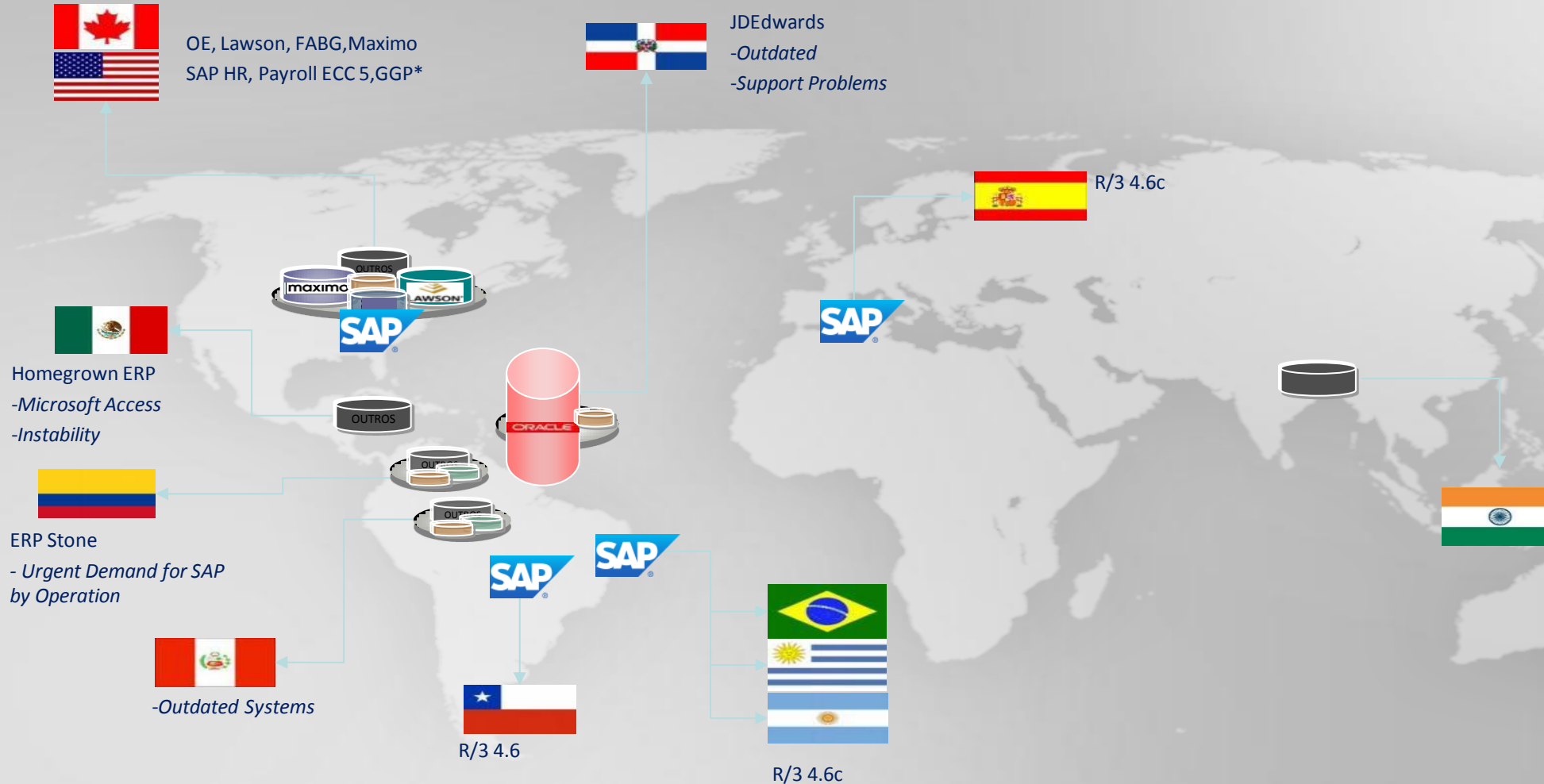
Hot rolled coil



Iron Ore

- Template as a Frame-work for Business and IT
- Governance of the Gerdau Template
- Scope & Timeline - Phase I /II
- Lessons Learned

Current Technology Landscape in 2008



- Brasil
- Argentina
- Canadá
- Chile
- Colômbia
- Espanha
- EUA
- México
- Peru
- Rep. Dom.
- Uruguai
- Venezuela

Cost to Maintain - Regional Demand Driven

Longos Brasil

- Projeto 1 - US\$
- Projeto 2 - US\$
- Projeto 3 - US\$
- ...

América do Norte

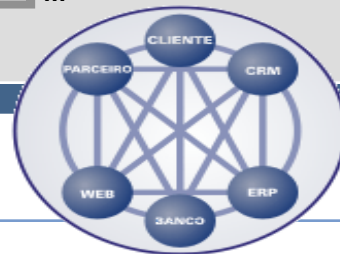
- Projeto 1 - US\$
- Projeto 2 - US\$
- Projeto 3 - US\$
- ...

...

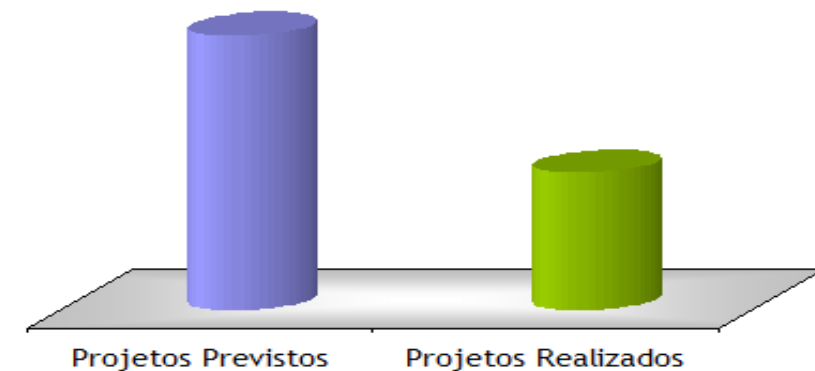
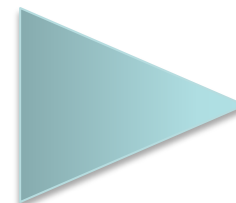
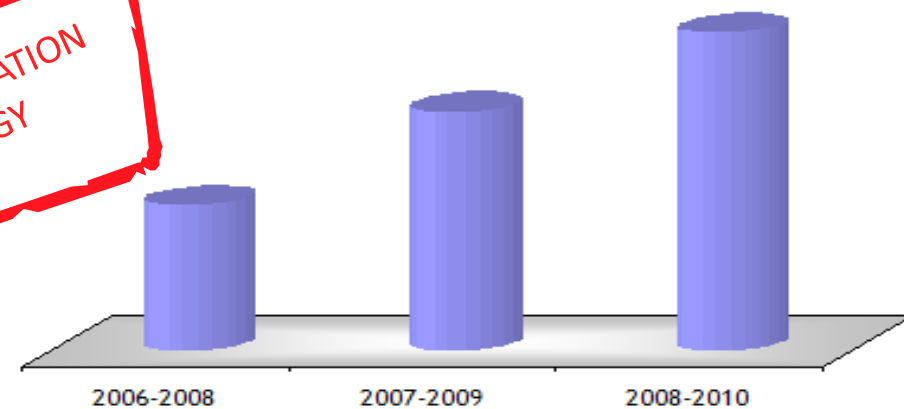
- Projeto 1 - US\$
- Projeto 2 - US\$
- ...

CAPEX TI

- Projeto 1 - US\$
- Projeto 2 - US\$
- Projeto 3 - US\$
- Projeto 4 - US\$
- Projeto 5 - US\$
- Projeto 6 - US\$
- Projeto 7 - US\$
- Projeto 8 - US\$
- Projeto 9 - US\$
- ...

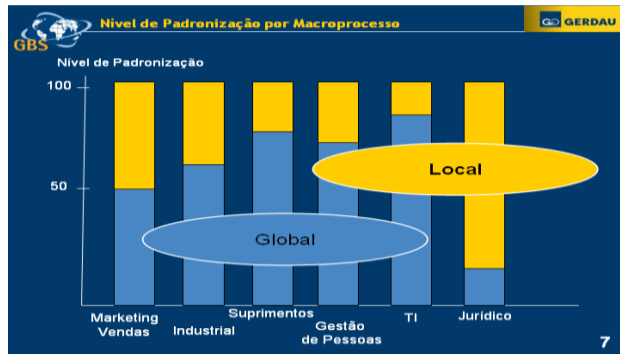


LACK of OPTIMIZATION
and SYNERGY



- Effort Duplication
- Business Unhappy with IT
- Not Aligned with Long Term Strategy and Vision
- To many Consulting Companies
- Highly Customized Environment

Cost to Maintain - Template Driven



- CAPEX TI**
- Projeto 1 – US\$
 - Projeto 2 – US\$
 - Projeto 3 – US\$
 - Projeto 4 – US\$
 - Projeto 5 – US\$
 - Projeto 6 – US\$
 - Projeto 7 – US\$
 - Projeto 8 – US\$
 - Projeto 9 – US\$
 - ...



| | Longos Brasil | América Latina | América do Norte | Açominas | Aços Especiais |
|---------------------------------------|---------------|----------------|------------------|----------|----------------|
| Marketing e Vendas | | | | | |
| Industrial | | | | | |
| Logística | | | | | |
| Metálicos | | | | | |
| Suprimentos | | | | | |
| Planejamento Operacional | | | | | |
| Gestão de Pessoas e Desenv. Organiz. | | | | | |
| Estratégia e Desenv. de Negócios | | | | | |
| Tecnologia de Informação | | | | | |
| Tecnologia de Gestão | | | | | |
| Contabilidade | | | | | |
| Auditoria | | | | | |
| Finanças e Relações com Investidores | | | | | |
| Jurídico | | | | | |
| Assuntos Institucionais e Comum.Corp. | | | | | |
| Responsabilidade Social | | | | | |

CAPEX TI OTIMIZADO

| | Longos Brasil | Açominas | América do Norte | América Latina | Aços Especiais |
|------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Projeto 1 – US\$ | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Projeto 2 – US\$ | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Projeto 3 – US\$ | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Projeto 4 – US\$ | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Projeto 5 – US\$ | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Projeto 6 – US\$ | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Projeto 7 – US\$ | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Projeto 8 – US\$ | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Projeto 9 – US\$ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| ... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

From the Business Vision to an IT Strategy



Agenda

- Template as a Frame-work for Business and IT
- Governance of the Gerdau Template
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Gerdau Template: Mission



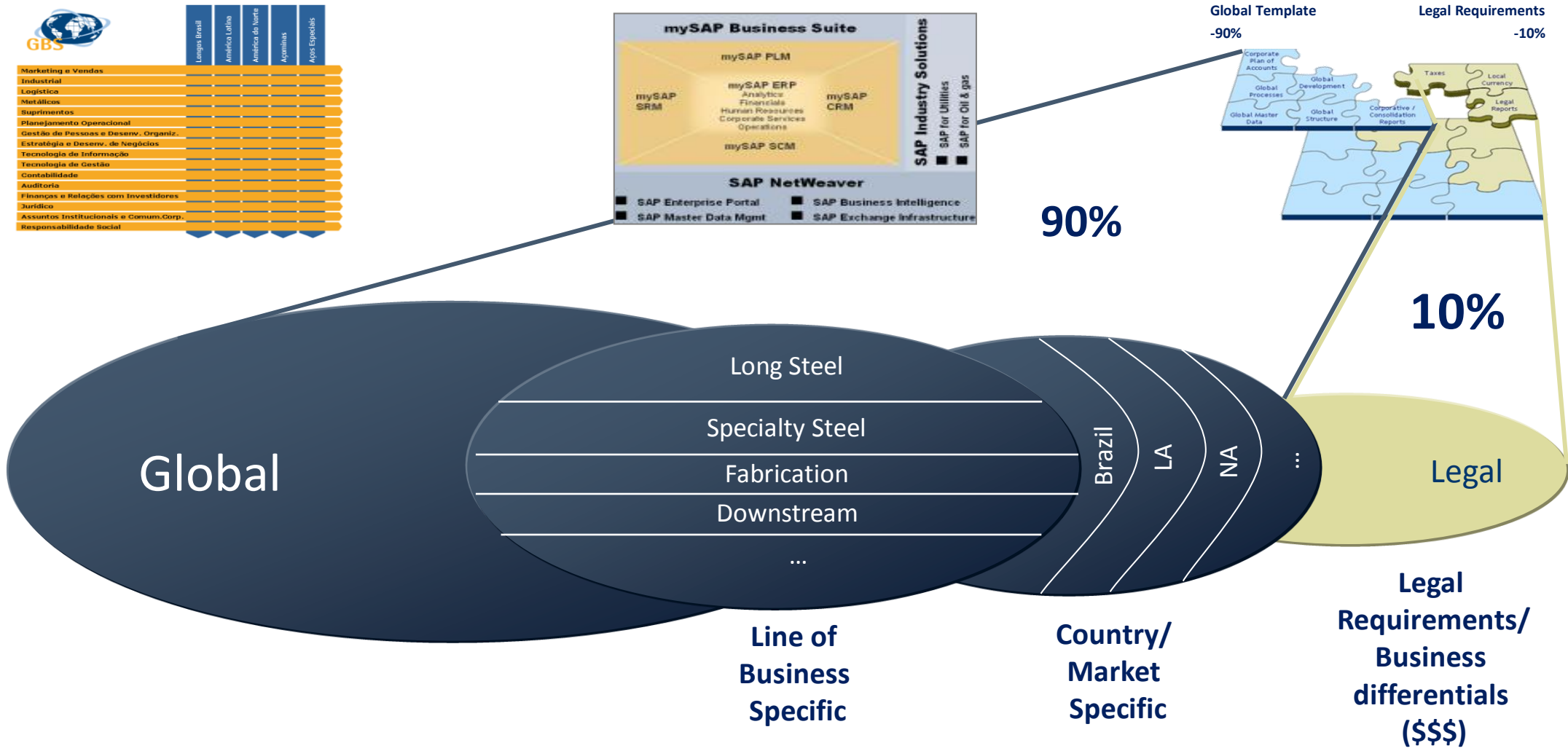
The **Gerdau Template** is a corporate wide **change management initiative**, led by the business, supported by IT, that will **streamline and integrate** the majority of the **GBS business processes**, while **automating** identified **global best practices** by **configuring** and **deploying** a standard **SAP software** platform.

This will **enable** Gerdau to **share real-time information** to **improve stakeholder decision making** across the entire company, **shorten** the timeline of **new acquisition integrations** and **improving the business results**.

Gerdau Template: Guiding Principles

- The benefit and **optimization to GERDAU** overall will take **precedence** over the needs of **individual** business units
- **No** process, practice, system or structure **is untouchable**
- We **challenge** what should be challenged and provide **bold solutions**
- **Keep it simple** – If we can do everything with only 1/3 of the effort we currently do it with it would result in a tremendous amount of productivity for the organization
- **Passion** for the “Standard” SAP
- **Leverage** best practices:
 - Work with **end to end** processes and not functional process
 - **Maximize** the “Value Chain”

Gerdau Template: Standardization Approach



Gerdau Template: Structure - 3 Tier

Gerdau Template Team - Core

- Global Governance (GT/ITCC)
- Set Global standards (ITCC)
- Maintain the configuration of the global design (ITCC)
- Change control: Validate new requirements and determine if they are local or global (ITCC)
- Determine release schedules of updates to global design (ITCC)
- Provide support and perform bug fixes on the global design (ITCC)

Gerdau Template Team - Core & Extended

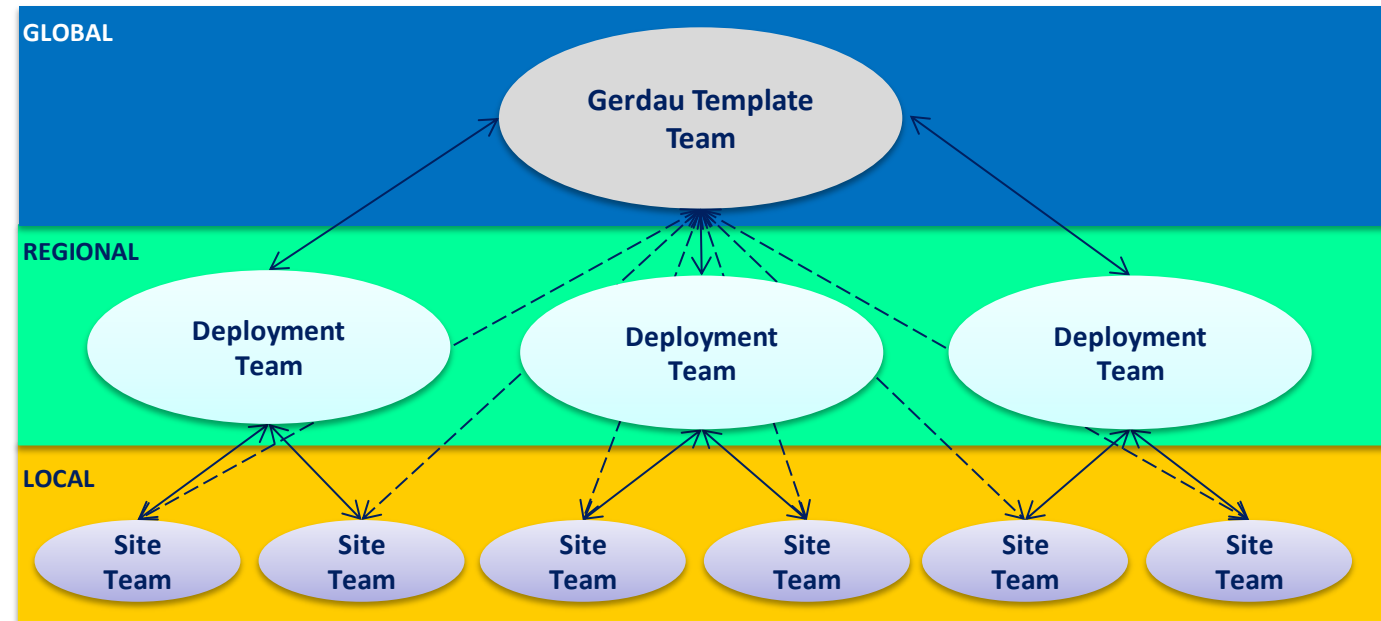
- Validate local business requirements, maximize Global common design
- Finalize local legal/mandatory requirements
- Establish business case for all functional enhancements

Deployment Team (Extended team is also part of deployment team)

- Finalize & Execute deployment (Roll out) plan
- Help Map Legal / Mandatory requirements
- Determine the need for interfaces with Legacy apps
- Co-ordinate with Global Design team
- Coordinate data conversion
- Coordinate training

Site Teams

- Execute final site implementation plan
- Confirm integrity of data conversion
- Conduct training
- Coordinate with regional Hub team
- Confirm Infrastructure Readiness



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Gerdau Template: Scope By LOBusiness

GERDAU AROUND THE WORLD

-  **58** Steel mills
-  **151** Downstream operations
-  **4** Iron ore extraction areas
-  **67** Scrap collection and processing facilities *
-  **4** Power plants
-  **157** Retail facilities
-  **3** Private port terminals

-  Gerdau Headquarters

Countries where Gerdau has joint ventures:
Guatemala, Mexico and Dominican Republic.

* Scrap collection and processing facilities, solid pig iron production facilities, and coal units.

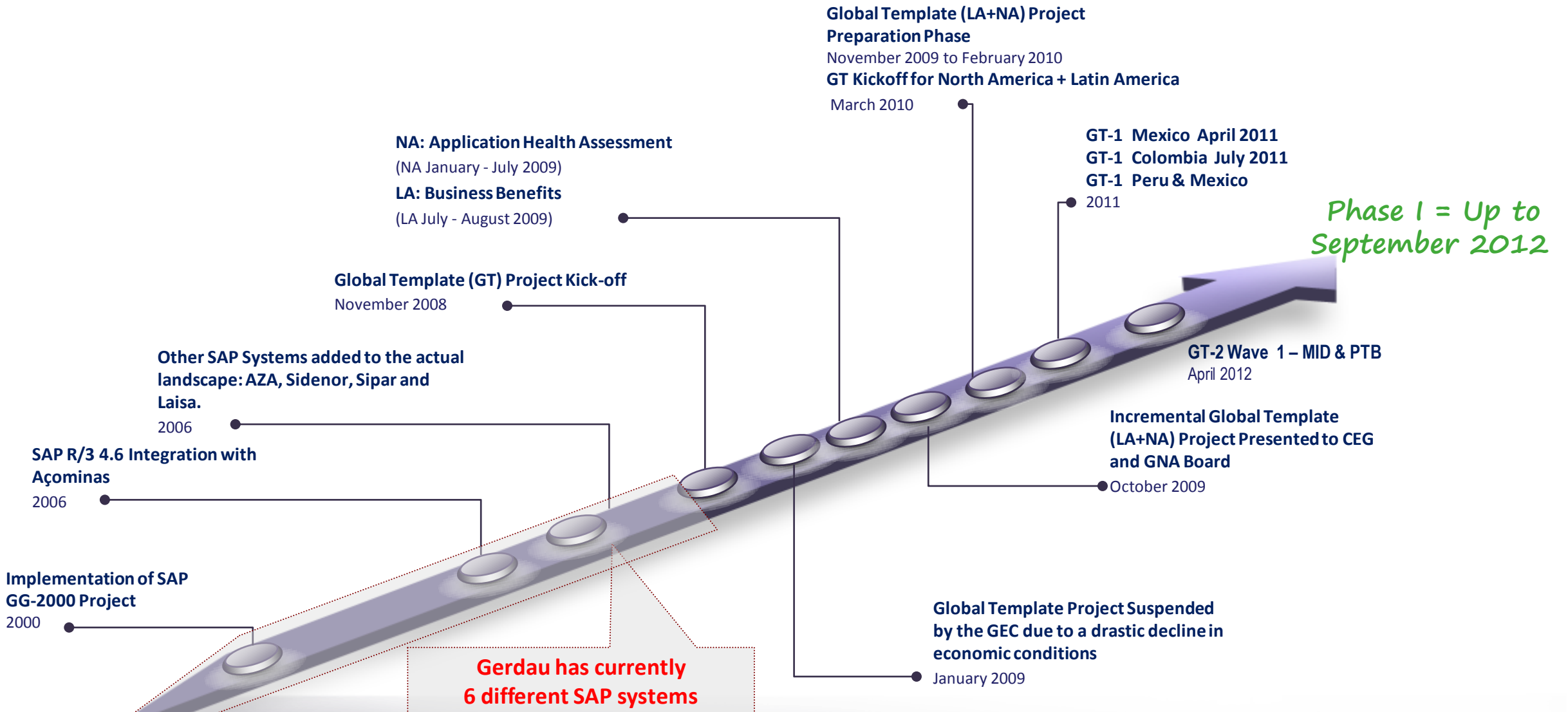
- Steel Mills:
 - LP : Carbon & Special Steel
 - Integrated Mill (OB)
- Down Stream:
 - Reinforcing Steel (NF);
 - Wires / Nails etc.
- Iron Ore (NF);
- Scrap Collection;
- Retail Facilities / Distribution (NF); Port Terminals (NF);
- Out of Scope;
 - Power Plants;
 - Reforestation.
 - EHS

(NF)= New Functionality

Gerdau Template: SAP Scope & MES

| Support Modules | | SAP Modules | | | | MES Apps. | | | | | | | | | | | |
|---------------------|------------------------|--------------------|-----|-------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------|-----------|--------|--------|-----------------------------------------|-------------------------------------------|--------------------------------------------|---------------------------------------------------|-----------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------|-----|
| | | Front Office | | Engine | Technology | | Scales | Mills | Mills | Mills | RSteel | RSteel | RSteel | | | | |
| IDM - Identity Mgt. | MDM - Master Data Mgt. | GRC - Risk Control | O2C | Sales (SD, VMI) Logistics (LES) Warehouse Mgt. (WM) Transportation Planning Eletronic Services - VMI, eGERDAU | CRM | BW - Business Objects | NETWEAVER | Afaria | Hybris | GG - GSCS - Global Scale Control System | QUAD Infotec - QMOS - Standard for all NA | GG - EPS - Standard for BRA LProduct Mills | GG - GMIS/MII - Standard for LA LProduct Mills ** | aSa - Standard for all NA - Reinforcing Steel | Armat - Standard for BRA - Reinforcing Steel - 1 Interface | Arma + Standard for LA - Reinforcing Steel - 2 Interfaces | |
| | | | P2P | Production (PP) Quality (QM) - Maintenance (PM) | | | | | | | | | | | | | MII |
| | | | PRD | Comodity Management (CM) Project Management (PS, IM) | | | | | | | | | | | | | |
| | | | F2P | Demand Planning (DP) Supply Network Planning (SNP) Global ATP (gATP) Production Planning/Detailed Scheduling (PP/DS) | SCM | | | | | | | | | | | | |
| | | | R2R | Finance (FI) Controlling (CO) TAX (TDF) Financial Consolidator (FC) on Hold | | | | | | | | | | | | | |
| | | | P2P | Procurement (MM) Inventory (MM) Procurement Scrap | SRM | | | | | | | | | | | | |
| | | | H2R | Talent Management, Workforce Deployment, Workforce Process Management, End -User Service, Workforce Planning & Activities | | | | | | | | | | | | | |
| | | | EHS | Environment Health & Safety (EHS) Not in Scope | | | | | | | | | | | | | |
| | | | BI | Management Information | | | | | | | | | | | | | |

Gerdau Template: SAP History & Phase I



Gerdau Template: Phase II

Global Template (LA+NA) Project Preparation Phase

November 2009 to February 2010

GT Kickoff for North America + Latin America

March 2010

GT-1 Mexico April 2011
 GT-1 Colombia July 2011
 GT-1 Peru & Mexico 2011

Phase I = Up to September 2012

**GT-2
NA COMPLETE**

GT-2 Wave 3
 CHA, JAX, WIL, JTN, CVL, CTV, STP, BEU, KNX, MAN
 Feb 2013

GT-2 Wave 6
 RS 21 Sites
 Feb 2014

GT-2 Wave 4
 RS 6 Sites
 Jun 2013

GT-2 Wave 2
 CAM, WHI, SAY, RAN
 Sept. 2012

GT-2 Wave 1 – MID & PTB
 April 2012

GT-4 Wave 3
 33 Sites
 Pilot : MIN & Flat P.
 Aug 2014

GT-4 Wave 2
 28 Sites
 Pilot Distribution
 Jun 2014

GT-2 Wave 5
 RS 18 Sites
 Nov 2013

GT-4 Wave 1
 20 Sites
 LProds
 Pilot RS
 April 2014

GT-4 Wave 5
 53 Sites
 Dec 2014

GT-4 Wave 4
 LP 1 Site
 39 Sites
 Oct 2014

**GT-4
BRA COMPLETE**

GT-5
 Special Steel
 Dec 2015

Gerdau Template: GT-4 Deployment

Wave 1

Usinas Longos (4)

Riograndense
Araucária
Guaíra
Araçariguama

Metálicos (6)

Joiville
São Caetano Sul
Bauru
Araraquara
Piracicaba
Jundiá

Corte e dobra (4 Armafer)

Escritórios (5) + Shared Services

Total: 20 Locations

April

Wave 2

Usinas de Longos (7)

Divinópolis
Barão de Cocais
Usiba
AçoNorte
Cearense

Ferro Gusa Sólido (2)

Sete Lagoas
Metálicos (3)
Uberlândia
Goiânia

Bernardo Monteiro

Transformação (2)

Cotia, Cumbica

Corte e dobra (SPE) + Armafer usinas (USB1, SC1)

Escritórios (1) + Escritórios usinas
Comercial Gerdau (10) parte da UR Sul + CS CSL

CG+Corte e Dobra Prontofer (1)

Total: 28 Locations

June

Wave 3

Ouro Branco

Mineração (3)

GAF

SJC

Corte e dobra (4)
(BEL, MGC, IGA, NAT)

CG+Corte e dobra Prontofer (6)

Comercial Gerdau (17)

Parte das UR SE +CO+ NE + CS CTG

Total: 33 Locations

August

Wave 4

Corte e dobra (4)
(CGD, GOI, BRA, CT1)

CG+Corte e dobra Prontofer (6)

Comercial Gerdau (27)

Parte das UR N Total + NE
(parte) + CSs CSR/CSM

Metálicos

Bernardo Monteiro

Cosigua

Total: 39 Locations

October

Wave 5

CG+Corte e dobra Prontofer
(12)

Corte e dobra (1)

Comercial Gerdau (41)

Parte das UR SUL+ SE + CO e
UR SP Total +CS CSS

Total: 53 Locations

December

Gerdau Template: Sites & Users



| | GT4 | | GT3 | | GT2 | | GT1 | | GT1 | | GT3 | | GT2 | | GT1 | | GT3 | |
|--------------|---------------|-----------|------------|----------|------------|-----------|------------|-----------|------------|----------|------------|-----------|--------------|-----------|------------|-----------|------------|----------|
| | Users | Sites | Users | Sites | Users | Sites | Users | Sites | Users | Sites | Users | Sites | Users | Sites | Users | Sites | Users | Sites |
| W-1 | 2.635 | 20 | 402 | 9 | | | 750 | 31 | 850 | 6 | 605 | 13 | 1.140 | 2 | 600 | 6 | 160 | 1 |
| W-2 | 4.197 | 28 | | | 577 | 10 | | | | | | | 290 | 2 | 250 | 5 | | |
| W-3 | 4.314 | 33 | | | 275 | 1 | | | | | | | 1.516 | 23 | | | | |
| W-4-RS | | | | | | | | | | | | | 97 | 6 | | | | |
| W-5-RS | | | | | | | | | | | | | 144 | 18 | | | | |
| W-6-RS | | | | | | | | | | | | | 224 | 21 | | | | |
| Total | 11.146 | 81 | 402 | 9 | 852 | 11 | 750 | 31 | 850 | 6 | 605 | 13 | 3.411 | 72 | 850 | 11 | 160 | 1 |

Grand Total - Users 19.026
Grand Total - Sites 235

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GT-4 W4: Go-NoGo

| Dimensão | MDM | BI | ENG | PMT | C&D | PRD | P2P | MET | H2R | F2P | LOG | M&S | ACC | FIN | TAX | TEC |
|----------------------------|-----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Core Team | | | | | | | | | | | | | | | | |
| Desenvolv. | ☹️ | ☹️ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ☹️ | ☹️ | ✅ | ✅ | ☹️ | ☹️ |
| Testes | 😊 | ☹️ | ✅ | ✅ | ✅ | 😊 | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | 😊 | 😊 |
| Dados | 😊 | 😊 | 😊 | ✅ | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 |
| Rel. (BI) | ☹️ | ☹️ | 😊 | 😊 | ✅ | 😊 | 😊 | 😊 | ✅ | 😊 | ✅ | ☹️ | 😊 | 😊 | 😊 | - |
| Perfis Acesso | ✅ | 😊 | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | 😊 | ✅ | ✅ | ✅ | ✅ | ✅ | 😊 | ✅ |
| Cutover (TI) | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | ☹️ | 😊 |
| Time de Implantação | | | | | | | | | | | | | | | | |
| Capacitação | 😊 | - | 😊 | 😊 | 😊 | 😊 | 😊 | ✅ | ✅ | ✅ | 😊 | ✅ | ✅ | ✅ | 😊 | 😊 |
| Comunicação | 😊 | - | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | ✅ | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 |
| Impactos Org. | ✅ | - | ✅ | ✅ | 😊 | ✅ | ✅ | ✅ | 😊 | ☹️ | ✅ | ✅ | 😊 | 😊 | 😊 | - |
| Infraestr. TI | ☹️ | - | ✅ | 😊 | 😊 | 😊 | 😊 | ✅ | ✅ | ✅ | 😊 | 😊 | 😊 | ✅ | ✅ | 😊 |
| Cutover (BUS) | 😊 | - | 😊 | 😊 | ☹️ | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | 😊 | - |

| | | |
|---------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------------|
| ✅ Finalizado | 😊 No prazo / Sem pontos de atenção | ☹️ Crítico para o negócio mas com previsão de finalização antes do Go Live |
| ☹️ Impacto crítico se não finalizado até o Go Live, mas com contingência viável | 🚫 SHOW STOPPER - Impacta Go Live - Sem contingência viável | |

GT-4 W4: Deployment Team Cut Over

| ID | Onda | Cla | Accountable | Task Name | Conti | Obs | Dash Board | On Tim. | % Planr | % Work Compl | Duration | Start | Finish |
|------|--------|-------|---------------------|------------------------------------------|-------|-----|-----------------|---------|---------|--------------|----------|--------------------|--------------------|
| 0 | | | | GT - 4 - DEPLOYMENT TEAM 24.09.201 | | | | 😊 | 80% | 83% | 480 days | Mon 04/03/13 08:00 | Fri 02/01/15 17:00 |
| 7 | Onda 4 | | | ONDA 4 | | | | 😊 | 80% | 83% | 480 days | Mon 04/03/13 08:00 | Fri 02/01/15 17:00 |
| 8 | Onda 4 | OIDs | | OIDs | | | 4. Impactos C | 😊 | 91% | 92% | 375 days | Mon 29/07/13 08:00 | Fri 02/01/15 17:00 |
| 9 | Onda 4 | OIDs | Cosigua | OIDs - COSIGUA | | | 4.1. Execução - | ✅ | 100% | 100% | 230 days | Mon 28/10/13 08:00 | Fri 12/09/14 17:00 |
| 255 | Onda 4 | OIDs | Bernardo Monteiro | OIDs - BERNARDO MONTEIRO | | | 4.1. Execução - | 🚫 | 0% | 0% | 2 days | Wed 10/09/14 08:00 | Thu 11/09/14 17:00 |
| 258 | Onda 4 | OIDs | COMERCIAL GERDAU | OIDs - COMERCIAL GERDAU* | | | 4.1. Execução - | 😊 | 93% | 95% | 37 days | Mon 25/08/14 08:00 | Tue 14/10/14 17:00 |
| 554 | Onda 4 | OIDs | CORTE E DOBRA | OID - CORTE E DOBRA E PTF* | | | 4.1. Execução - | 😊 | 94% | 98% | 43 days | Fri 01/08/14 08:00 | Tue 30/09/14 17:00 |
| 681 | Onda 4 | OIDs | Processos Nacionais | OIDs - PROCESSOS NACIONAIS* | | | 4.1. Execução - | 😊 | 85% | 85% | 375 days | Mon 29/07/13 08:00 | Fri 02/01/15 17:00 |
| 956 | Onda 4 | Comu | | Comunicação (Reuniões, Visual, Pesq. Pro | | | 3. Comunicaç | 😊 | 84% | 88% | 259 days | Wed 23/10/13 08:00 | Mon 20/10/14 17:00 |
| 957 | Onda 4 | Comu | Cosigua | COM - COSIGUA | | | 3. Comunicaçã | 😊 | 93% | 93% | 257 days | Wed 23/10/13 08:00 | Thu 16/10/14 17:00 |
| 1089 | Onda 4 | Comu | Bernardo Monteiro | COM - BERNARDO MONTEIRO | | | 3. Comunicaçã | 😊 | 84% | 84% | 55 days | Fri 01/08/14 08:00 | Thu 16/10/14 17:00 |
| 1175 | Onda 4 | Comu | COMERCIAL GERDAU | COM - COMERCIAL GERDAU* | | | 3. Comunicaçã | 😊 | 81% | 86% | 159 days | Mon 10/03/14 08:00 | Thu 16/10/14 17:00 |
| 1653 | Onda 4 | Comu | CORTE E DOBRA | COM - CORTE E DOBRA E PTF* | | | 3. Comunicaçã | 😊 | 79% | 85% | 57 days | Fri 01/08/14 08:00 | Mon 20/10/14 17:00 |
| 2269 | Onda 4 | Comu | Processos Nacionais | COM - PROCESSOS NACIONAIS* | | | 3. Comunicaçã | 😊 | 86% | 94% | 69 days | Tue 01/07/14 08:00 | Sat 04/10/14 17:00 |
| 2300 | Onda 4 | Cutov | | Cutover - Ações de Negócio | | | 5. Cutover | 😊 | 63% | 67% | 459 days | Mon 04/03/13 08:00 | Thu 04/12/14 17:00 |
| 2301 | Onda 4 | Cutov | Cosigua | CUTOVER - COSIGUA | | | 5.1. Execução # | 😊 | 70% | 72% | 430 days | Mon 04/03/13 08:00 | Fri 24/10/14 17:00 |
| 2873 | Onda 4 | Cutov | Bernardo Monteiro | CUTOVER - BERNARDO MONTEIRO | | | 5.1. Execução # | 🟡 | 55% | 74% | 48 days | Wed 20/08/14 08:00 | Sun 26/10/14 17:00 |
| 2922 | Onda 4 | Cutov | COMERCIAL GERDAU | CUTOVER - COMERCIAL GERDAU* | | | 5.1. Execução # | 🟡 | 39% | 45% | 46 days | Fri 29/08/14 08:00 | Fri 31/10/14 17:00 |
| 3294 | Onda 4 | Cutov | CORTE E DOBRA | CUTOVER - CORTE E DOBRA* | | | 5.1. Execução # | 🟡 | 60% | 67% | 73 days | Tue 26/08/14 08:00 | Thu 04/12/14 17:00 |
| 3733 | Onda 4 | Cutov | Processos Nacionais | CUTOVER - PROCESSOS NACIONAIS* | | | 5.1. Execução # | 😊 | 62% | 63% | 148 days | Mon 14/04/14 08:00 | Wed 05/11/14 17:00 |
| 4117 | Onda 4 | CT | | Centro de Treinamento (CT) | | | 2. Centro de | ✅ | 100% | 100% | 281 days | Mon 05/08/13 08:00 | Mon 01/09/14 17:00 |



| Preparation | | | | Transition | | | Controlled Start Up | | | | | Ongoing Suport | | | |
|-------------|-----|-----|-----|------------|-----|-----|---------------------|-----|-----|-----|-------|----------------|-----|-----|-----------------|
| September | | | | October | | | | | | | | | | | |
| ... | Dom | Seg | Ter | Qua | Qui | Sex | Sáb | Dom | Seg | Ter | Sex | Sab | Dom | ... | |
| ... | 28 | 29 | 30 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | | 17 | 18 | 19 | Until Month End |

GT-4 W3 & 4: Training Summary

| SITE W-3 | F2P | H2R | MDM | MET | O2C_Log | O2C_M&S | P2P | ENG | MAN | PRD | R2R_Acc | R2R_Fin | R2R_Tax | TOTAL |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. |
| OURO BRANCO | 🔴 87,9% | 🟢 91,3% | 🟢 91,3% | | 🔴 81,3% | 🟢 97,3% | 🔴 77,8% | 🔴 81,5% | 🔴 88,5% | 🔴 87,8% | 🟢 98,2% | 🟢 100% | 🔴 88,8% | 🔴 84,9% |
| MINERAÇÃO | 🟢 93,9% | 🔴 47,1% | 🔴 76,3% | | 🔴 65,8% | 🔴 81,8% | 🔴 65,3% | 🔴 74,2% | 🔴 88,2% | 🔴 72,1% | 🔴 88,9% | | 🔴 74,1% | 🔴 75,8% |
| PORTO PRAIA MOLE | | 🟢 100% | 🟢 100% | 🔴 0,0% | 🔴 85,9% | 🟢 100% | 🔴 76,9% | | | | | 🟢 100% | 🔴 80,0% | 🔴 85,1% |
| GAF - ÁGUA FUNDA | | 🟢 100% | 🟢 100% | 🟢 100% | 🟢 100% | | 🟢 100% | | 🟢 100% | 🟢 100% | | | 🟢 100% | 🟢 100% |
| SÃO JOSÉ DOS CAMPOS | 🟢 100% | 🟢 100% | | 🟢 100% | 🟢 100% | | 🔴 81,3% | 🟢 100% | 🟢 100% | 🟢 98,4% | 🟢 100% | | 🟢 100% | 🟢 96,3% |
| CG – NORDESTE | 🟢 100% | | 🔴 80,6% | | 🟢 100% | 🟢 100% | | | | | | 🟢 100% | | 🟢 96,7% |
| CG – SUDESTE | 🟢 100% | 🔴 71,4% | 🟢 93,1% | 🟢 100% | 🟢 100% | 🟢 96,2% | 🟢 95,2% | | | | | 🟢 94,5% | 🔴 86,1% | 🟢 95,9% |
| CG – CENTRO OESTE | 🟢 100% | 🟢 100% | 🟢 98% | 🔴 50,0% | 🟢 96,6% | 🟢 99,1% | 🟢 92,3% | | | | | 🟢 98% | 🔴 83,9% | 🟢 97,5% |
| CG – CENTRO SERVIÇOS | 🟢 100% | | 🟢 90,0% | 🟢 100% | 🟢 100% | 🔴 86,7% | 🟢 100,0% | | | 🟢 100% | | 🟢 100% | 🟢 100% | 🟢 96,7% |
| C&D – REGIONAL SP | | 🟢 100% | 🟢 100% | | 🟢 100% | | 🟢 96,7% | | 🔴 87,5% | 🟢 99,1% | | | 🟢 100% | 🟢 96,7% |
| C&D – NORDESTE | | 🟢 100% | 🔴 87,5% | | 🟢 93,2% | 🟢 100% | 🟢 92,0% | | 🟢 100% | 🟢 97,1% | 🟢 100% | 🟢 100% | 🔴 85,7% | 🟢 95,2% |
| C&D – SUDESTE | | | | | | | | | | 🔴 80,0% | | | | 🔴 80,0% |
| TOTAL | 🟢 91,7% | 🔴 83,3% | 🟢 91,1% | 🔴 89,7% | 🔴 89,0% | 🟢 96,5% | 🔴 78,5% | 🔴 79,3% | 🟢 91,7% | 🟢 90,5% | 🟢 97,3% | 🟢 96,3% | 🔴 88,1% | 🔴 89,2% |

| SITE W-4 | F2P | H2R | MDM | MET | O2C_Log | O2C_M&S | P2P | ENG | MAN | PRD | R2R_Acc | R2R_Fin | R2R_Tax | TOTAL |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. | % Partic. |
| B. Monteiro | | | | 100% | | | 100% | | | | | | 100% | 100% |
| C&D Nordeste | | | | | | | | | | 100% | | | | 100% |
| C&D SP | | | | | | | | | | 100% | | | | 100% |
| C&D Sudeste | 100% | 100% | 100% | | 100% | | 100% | | 100% | 100% | | | 100% | 100% |
| CG Regional Centro-Oeste | | | 100% | 100% | 100% | 100% | 100% | | | | | 100% | 100% | 100% |
| CG Regional Nordeste | | 100% | 100% | 100% | 100% | 100% | 100% | | | 100% | | 100% | 100% | 100% |
| CG Regional Norte | | | 100% | 100% | 100% | 100% | 100% | | | 100% | | 100% | 100% | 100% |
| CG Regional Sul | | | | | | | | | | | | | | |
| Cosigua | 100% | 100% | 100% | 100% | 100% | 100% | 98% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| CS Manaus | 100% | | 100% | 100% | 100% | 100% | 100% | | | 100% | | 100% | 100% | 100% |
| CS Recife | 100% | | 100% | 100% | 100% | 100% | 100% | | | 100% | | 100% | 100% | 100% |
| TOTAL | 100,0% | 100,0% | 100% | 100% | 100% | 100% | 98,8% | 100,0% | 99,9% | 100,0% | 100,0% | 100% | 100% | 99,9% |

Summary

- 1 Governance & Sponsorship - Project & Roll Out
- 2 Dedicated Team – Rolls and Responsibilities & Understand the Business
- 3 Communication & Language Barriers
- 4 Integrator BRAND – Good people in a “Logo” & SAP as a Trusted Advisor
- 5 One Change at a Time SAP vs MES
- 6 Strong Support team, don't let the problem grow
- 7 Change Management - Stakeholders involvement right down to the operator and get the business ready

Thank You! QUESTIONS?

GERDAU Template

One Process. Integrating the Organization. Creating the Future.