

An aerial photograph of a river winding through a dense forest. The trees are in various stages of autumn, with some showing bright yellow and orange leaves, while others remain green. The river is calm, reflecting the surrounding landscape. The sky is clear and blue. A semi-transparent white banner is overlaid across the middle of the image, containing the main title and subtitle.

# From strategy to everyday practice

## SCA's financial journey in S/4 HANA

SAPSA FI

2026-03-26

# We put health and safety first

Our goal is zero accidents, because we care.



EMERGENCY EXIT

Where is the nearest **emergency exit**?



FIRST AID

Where is the nearest **first aid kit**?



ALARM

What do we do when an **alarm** goes off?



EMERGENCY NUMBER

What is the local **emergency number**?



AED

Where is the nearest **AED (automated external defibrillator)**?



RULES

What **rules** do we have at this meeting?



FIRE PROTECTION

Where is the nearest **fire extinguisher**?



ASSEMBLY POINT

Where is the local **assembly point**?



INFECTION RISK

What other **health risks** may be relevant?



# Agenda

## Introduction

- SCA
- SHAPE and the finance transformation

## From Strategy to Everyday Practice in Finance

- Processes – Balancing Global and Cluster
- Achievements – Impact in daily operations
- Challenges – Potential for development

## Outlook – Automation & AI

## Q&A



# SCA in figures

**3 500+**

Employees

**2,7 m ha**

5% of Swedens  
area

**7 countries**

Global presence

**20,4 Bn**

Yearly turnover (SEK)

**50 +**

Legal entities

**6 units**

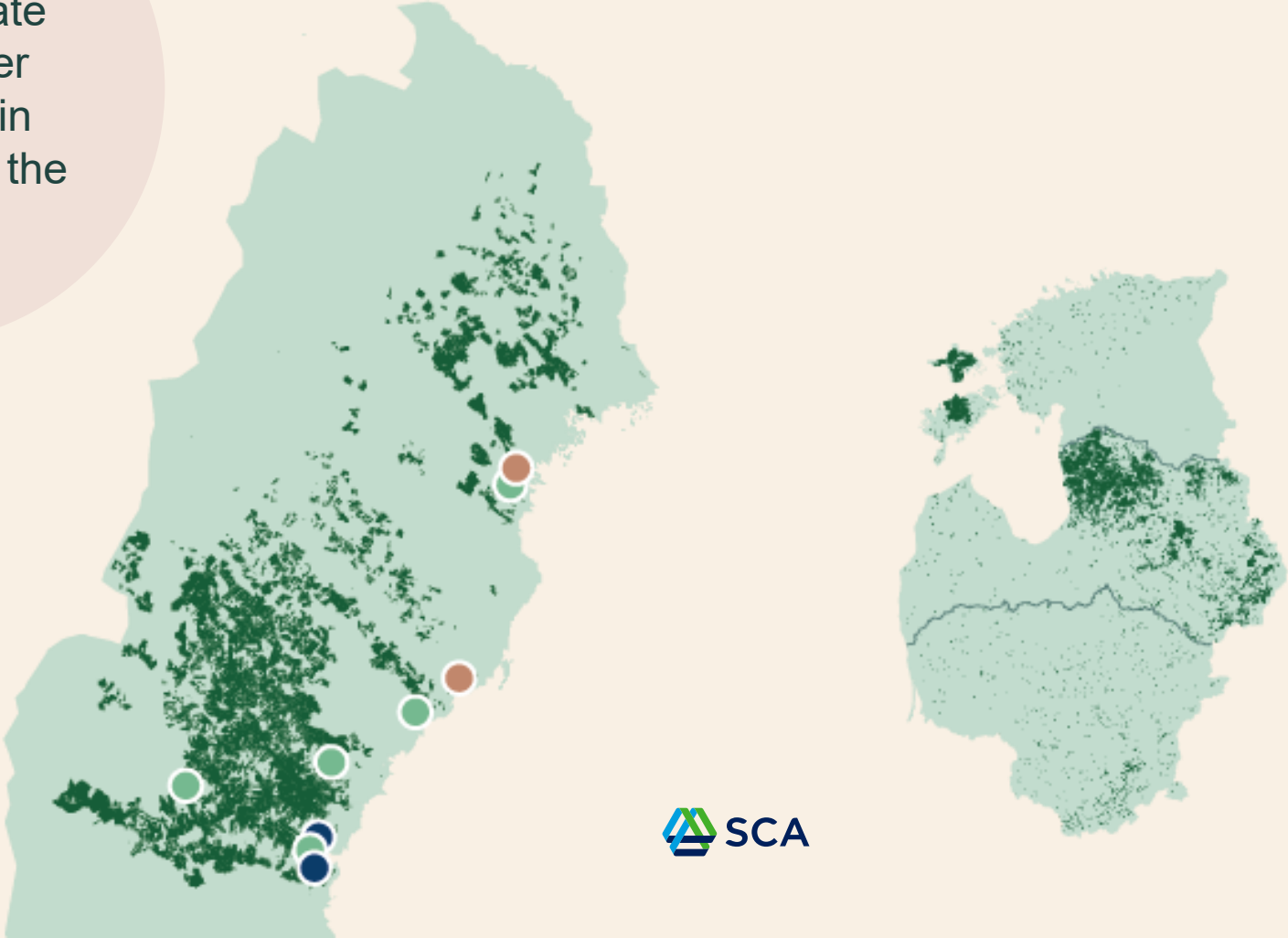
Forest, Industry,  
logistic & energy

# Our locations

SCA is Europe's largest private forest owner with forest in Sweden and the Baltics

- Pulp mill
- Sawmill
- Kraftliner mill
- SCA's forests

**2.7**  
million  
hectares



# Growing forests make the green transition possible

The forest forms the foundation for operations...

...that is processed in well-invested industries...

...that produce renewable products...

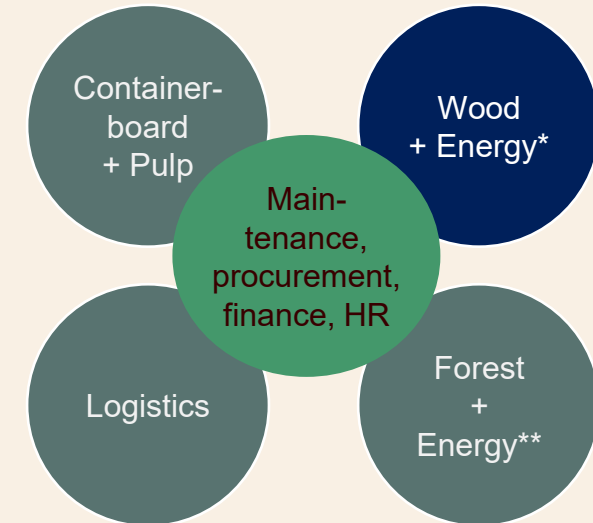
...and sustainable development while generating value in society.



# In SHAPE for the future

In close cooperation with the business the SHAPE-project aim to future-proof our operations by replacing outgoing IT systems

- Global processes in finance, procurement, and maintenance are to have shared system solutions and ways of working.
- Cluster-specific processes are to have system solutions and ways of working tailored to each cluster.
- A common structure for master data.



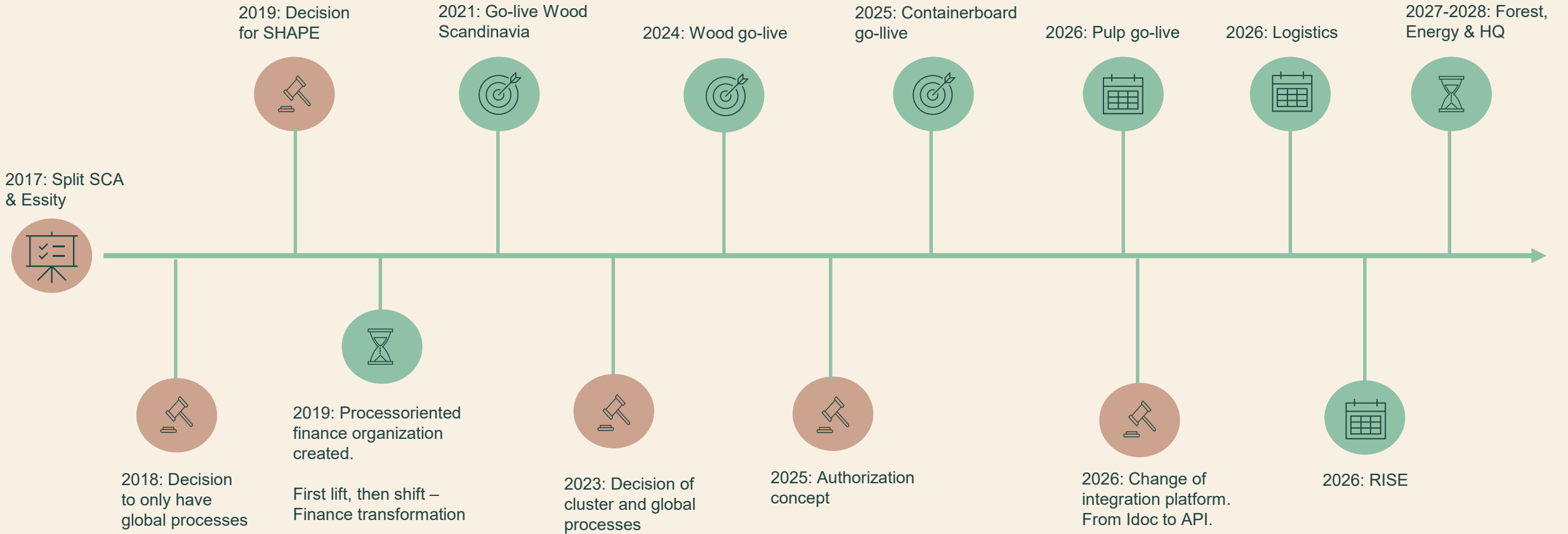
**Energy**  
\* Pellets  
\*\* Solid Bio fuel

Cluster unique solution with main approach to use SAP S/4Hana  
*Processes: Sales, production planning, warehouse and transportation planning*

Today agreed common solution within SAP S/4Hana  
*Processes: Maintenance, procurement, finance, HR*

Cluster unique solution with potential need of solution outside SAP S/4Hana  
*Processes: Sales, production planning, warehouse and transportation planning*

# Timeline SHAPE



# SCA Finance Organisation

## Group Finance

**Group Finance** – Strategic focus on group financial management, planning and performance. Ensure financing and dialogue with investors.

Strategic

Large investments

Financing on group level

## Business Services

**Operational finance** – Transactional finance activities, accounting and master data entries. Activities focusing on the regulatory perspective, monitoring financial deviations and high quality of Master Data.

Big data

Accounting

Process-oriented

Customer focused

## World-Class Finance

## Business Controller

**Business Units related finance** – Support the business in decisions by driving and following up on profitability of the business, investments, and projects and proactively provide financially verified insights

Analysis

Future-oriented

Business Partner

# Processes – Balancing global & cluster-level operations

Challenge: Different business logics – shared finance function

## Global standard

- Shared master data structure
- Standardized AR/AP processes
- Uniform accounting principles
- Group-wide controls

## Integrations

- Pre-system affect processes and design
- Data quality determines automation



## Cluster relevance

- Cluster ways of working
- Business model specific processes
- Operational system requirements
- Local regulatory requirements

*A conscious balance – not a compromise*

# Achievements – impact in daily operations

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## Accounts receivable

- ✓ Consistent and stable invoice flow
- ✓ Improved structure and monitoring
- ✓ Increased automation

## Financial closing & analysis

- ✓ Structure for financial closing
- ✓ Increased real-time data

## VAT reporting

- ✓ Harmonized processes
- ✓ Enhanced quality in compliance activities
- ✓ TAX-determination in S/4 regardless of pre-system

# Challenges – Potential for development

## Phased implementation & parallel tracks

- ✓ Limited leverage until the entire group is on S/4
- ✓ Intercompany flows in a hybrid environment
- ✓ Delays the financial transformation

## Master Data & System Landscape

- ✓ Consistency across multiple legacy systems
- ✓ Initial focus on system migration
- ✓ Global master data architecture

## Supply chain

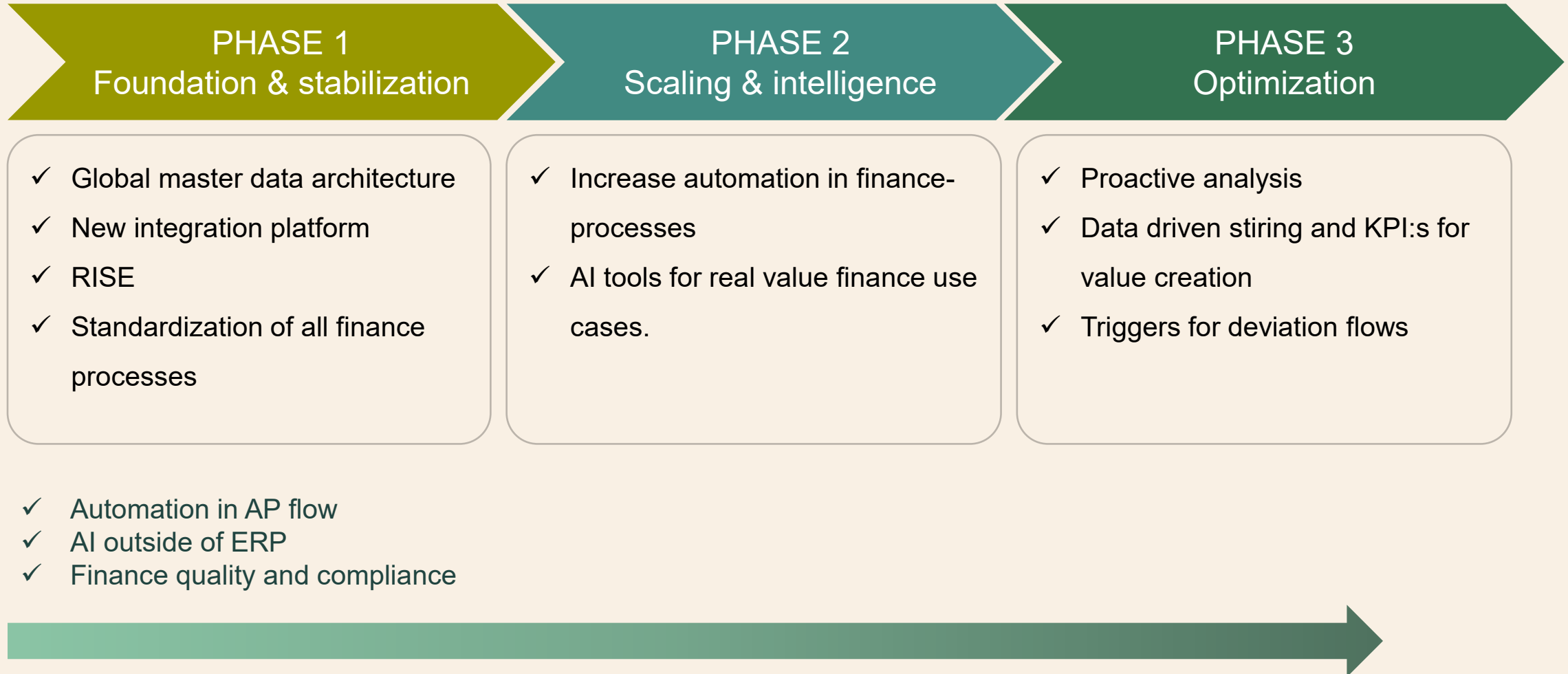
- ✓ Deviation handling in the AP workflow
- ✓ Use of POs in Certain Workflows
- ✓ Limited automation and analytical capabilities

## Engagement & training

- ✓ Major changes for operations and finance
- ✓ Training needs related to new ways of working
- ✓ Change management – new ways of working

# Automation & AI – direction 2026-2028

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# Questions?

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