



A “Remote” Approach Towards S4 Implementation Journey

Purifying, Protecting and Enhancing our way to “Keep Moving Forward”

AGENDA

1. The Introductions – Why are these folks talking to us, and what is an “Ingevity”?
2. The Windup and the Pitch – How do we prepare for the S4 leap and what does that journey look like?
3. The Decision(s) – Can you make transformative change at the onset of a global pandemic?
4. The Execution – We’re so much more productive working remotely...until we weren’t
5. The Implementation – Piloting our way to a landing
6. The Post-implementation – What now?
7. The Summary – 4 slides left.....



Ingevity Speakers



Ingevity Speakers



Lancer Doll

Director, Enterprise Applications

Years working in SAP: 24

SAP Implementations/Upgrades: 8*

Hometown: Dayton, OH



Home now: Charleston, SC



Personal Highlight: Danced on stage with



Family: 1 dog, 1 cat, 1 gecko, 1 fish, 1 wife



Andrea Balzarotti

Technical Manager, Enterprise Applications

Years working in SAP: 19

SAP Implementations/Upgrades: 4

Hometown: Johannesburg, South Africa

Home now: Charleston, SC

Personal Highlight: 3 x Marathoner

Family: 2 boys, 1 wife, 2 guinea pigs

INGEVITY AT A GLANCE

2022 NET SALES BY GEOGRAPHY

NORTH
AMERICA
58%



EUROPE, MIDDLE EAST
AND AFRICA
15%

ASIA-PACIFIC
24%

SOUTH AMERICA
3%

OUR BUSINESS IN 2022

NET REVENUE

\$1.668
BILLION

ADJ. EBITDA MARGIN¹

27.1%

\$6.01
DILUTED
ADJUSTED EPS¹

PERFORMANCE MATERIALS
REVENUE

\$548.5
MILLION

PERFORMANCE CHEMICALS
REVENUE²

\$875.1
MILLION

ADVANCED POLYMER
TECHNOLOGIES REVENUE²

\$244.7
MILLION

OUR COMPANY

EMPLOYEES GLOBALLY

2,050

MANUFACTURING
SITES

14

LOCATIONS

31

7
TECHNICAL CENTERS

WE DO
BUSINESS IN

75

COUNTRIES

PERFORMANCE MATERIALS

Carbon Technologies



APPLICATIONS

- Automotive
- Process purification

PERFORMANCE CHEMICALS

Industrial Specialties



APPLICATIONS

- Adhesives
- Agrochemicals
- Chemical intermediates
- Lubricants
- Oilfield technologies
- Paper sizing
- Printing inks
- Rubber

Pavement Technologies



APPLICATIONS

- Pavement marking
- Pavement preservation
- Recycling
- Evotherm® warm mix asphalt technologies

ADVANCED POLYMER TECHNOLOGIES

Caprolactone Technologies



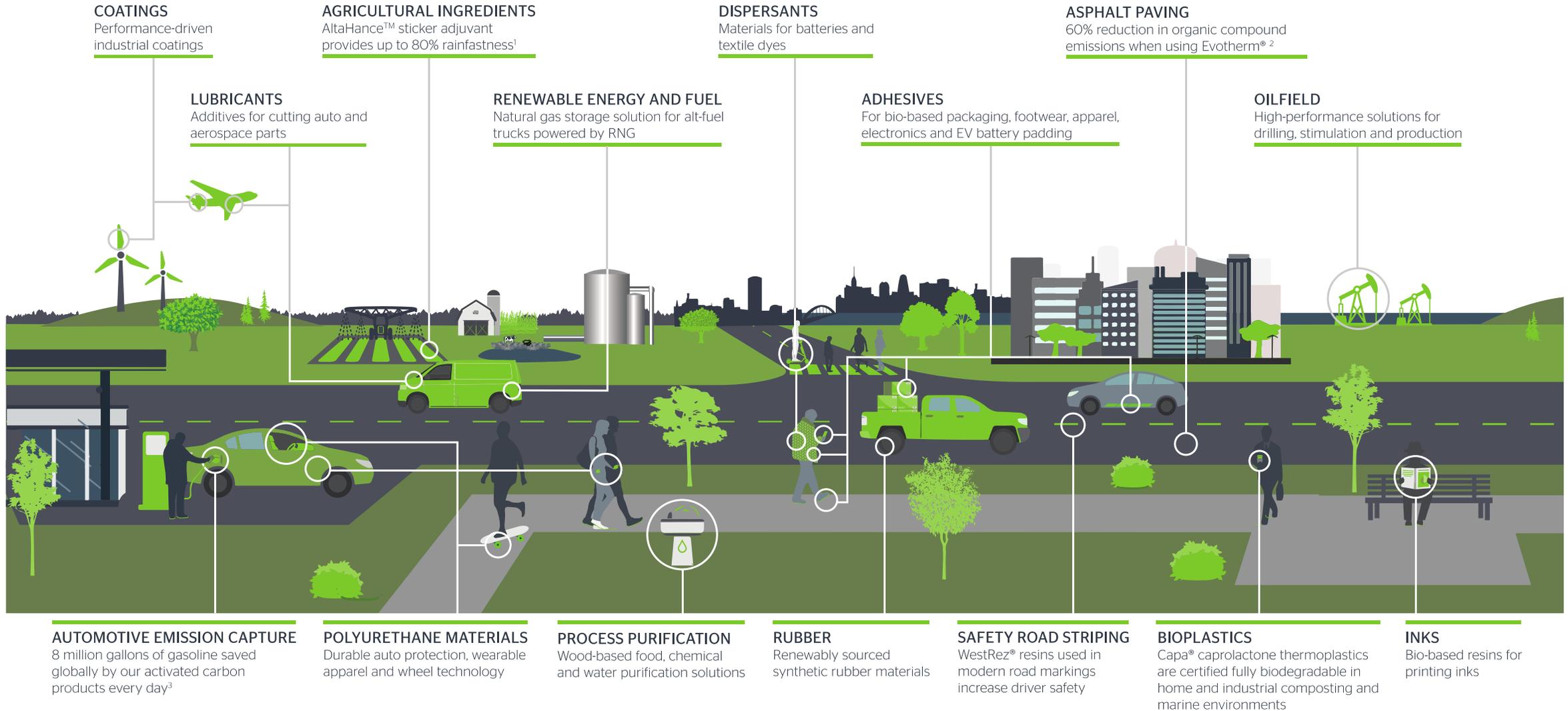
APPLICATIONS

- Coatings
- Resins
- Elastomers
- Adhesives
- Bioplastics

1: See page 108 of our 2022 Annual Report and 10-K for definitions and reconciliations of these non-GAAP financial measures.

2: Advanced Polymer Technologies was reported within our Performance Chemicals segment for 2022. The total revenue for Performance Chemicals in 2022 was \$1.12 billion. See our current report on Form 8-K filed with the U.S. Securities and Exchange Commission on March 24, 2023 for additional information.

PURIFYING, PROTECTING AND ENHANCING EVERYDAY LIFE



1) Management estimate based on customer data
 2) Management estimate based on Ingevity sales data
 3) Management estimate based on novel and externally published methodologies

2018

November 2018 initial estimate/thoughts

Project Items	2019				2020				2021				2022				2023			
	Q1	Q2	Q3	Q4																
IBP/OMP																				
OPR/PPDS																				
TM/Blujay/QTS																				
Salesforce/C4																				
Dakota/EHS																				
Jaegger/Ariba/Fieldglass																				
Global Process Owner																				
OCM																				
Confirm Scope																				
Hosting decision																				
Establish Team/backfill																				
Data Governance established																				
PMO established																				
Blueprint																				
Build																				
Integration Testing																				
UAT																				
Training																				
Go-Live/Hypercare																				
Big Bang																				
Rollout 1																				
Rollout 2																				
Rollout 3																				
Rollout 4																				
Rollout 5																				
Rollout 6																				
Rollout 7																				
Rollout 8																				
Rollout 9																				
OMP STUFF/Hardware replacement																				

Assessment

ECC 6.0 Enhancement Pack 4

- 10 years old
- Latest ECC version is Enhancement Pack 8

Based on Mead paper products template

- Heavily customized (approximately 70%)

End of life support from SAP

- 12/31/2024

Issues we are experiencing

- Unable to implement new features
- High Cost of maintenance
- Inefficiencies, errors, data, end user experience (mobility)
- Increasing complexity (cost) of customization from lack of standard processes and business process ownership
- Lack of Agility to quickly meet business needs

Goal: Position us to be successful for the future and embrace N-1 approach

20 – 22 Months D/B/T + ~20 Month Implementation 

2019

Aggressive Condensed Timeline Proposal Discussed

“Simplify, Enhance, Protect”



- Initiate data governance model. RFP and commence data cleansing.
- Formalize enterprise PMO capabilities.
- Commence organizational change readiness.

- RFP Design phase.
- Refine cost, resource and deployment models.
- July 1 implementation kickoff.

- Implementation
- **Build/Test/Train**

- January 1 go-live

- SAP End of Support for ECC6.0

1/1/2022



Aspirational S4 Goals

Implement MDG

6 months to Design

15 months for full implementation (12) and stabilization (3)

To be “model company”

Considerations/Timing:

- Scope – bolt-ons?
- Deployment Approach? – e.g. big bang, regional, BU’s, phases
- Solution?
 - ❖ Public Cloud (“ready” 11/30/2021)
 - ❖ Private Cloud
- IBP early?
- Leonardo early?
 - Machine Learning/AI/Analytics
 - Automation

Dec 2019

Ingevity selects Protera for the hosting of their SAP systems on Microsoft Azure to accelerate objectives

2020

The Decision(s)

February 2020: Project “Mosaic” Approved

Data Center Migration Kick-off

March 2020: Team Formation



Covid is a thing... but it won't last long, so let's keep moving forward

June 2020: Data Center Migration Complete

Go-Live: 450 servers (reduced from 600), 180 systems, 74 TB data, 462 network devices – all migrated and deployed on Azure

July 2020: Project Mosaic Launch



Covid still around... but won't last much longer. Everyone is used to WFH, so let's keep moving forward



2021

The Execution – Something's missing

April 2021: Testing Efforts Begin

June 2021: Testing Efforts Not Progressing

July 2021: Teams Return to Office

August+ : Multiple Cycles of Testing Continue



294 Testing Days
42,396 hours logged



255 Testers



1800 Test Scripts
(> 25,000 Steps)

2022

The Implementation Starts

March 2022: Pilot Site Goes Live (Warrington, UK)

May 2022: Hypercare Pilot Transitions to “Urgent Care”

October 2022: Corporate and Performance Chemicals Go-live (3 Sites + Offices)

2023

We Finished!

3-year Journey to Delivery



Aspirational Goals

Implement MDG

6 months to Design

15 months for full implementation (12) and stabilization (3)

Reality

No MDG

20 months to D/B/T

19* months for full implementation (12) and stabilization (7)

Finally Implemented – Now what?

March 2023: S4 Full Implementation Completed (Final 5 Global Mfg Sites)

April 2023: Upgrade Workshop (Version 2020 -> 2022 Planning)

May 2023: Sapphire Learnings

- Batchjob monitoring and issue resolution
- Basis Health solutions
- STAR discussions begin

June 2023: Project Mosaic Closed

Continuous Improvement Initiative launched

- Server decommissioning and RI efforts

Sept 2023: First Quality Environment Refresh from Production
Customer Measurement Service Workshop (STAR+)

Lessons Learned

Topic	What are we doing now?	Learnings during project
Schedules	Collaborative engagements on initiatives and deliverables <ul style="list-style-type: none"> alignment with realistic and achievable timelines through formal project planning team (PMO) 	Aggressive timelines without routine alignment between organization, functional and technical experts and your SI will be adjusted/extended
Security	Senior security role established <ul style="list-style-type: none"> Modifying roles to better align with process and transaction expectations 	Security is a critical function with experience and testing focus a must <ul style="list-style-type: none"> ensures focus on business functionality during implementation, not transactional access
Testing	Testing Lead role in place. <ul style="list-style-type: none"> Temporary testing templates in place as we move towards fully implementing automated testing solution 	Effective and thorough testing will determine the ultimate length of your timeline <ul style="list-style-type: none"> Investing and committing to technology in this space will further reduce your timeline and strain on your people
Design	Require business and technical alignment on all requests through newly implemented BRUD effort	“Best Practice” depends on who you are asking <ul style="list-style-type: none"> sticking to it depends on organizational alignment and reinforcement throughout an initiative
People	Restructured teams to optimize engagement <ul style="list-style-type: none"> Catching up on system integrity items and pushing back where necessary on all customizations 	Balancing experience and exposure is key to ensuring progress, development and system integrity.
System	Optimization, Stabilization, Decommission and Consolidation <ul style="list-style-type: none"> Outputs Reporting Finetuning EWM Servers 	We can and will have S4 up and running to effectively manage our business We have very dedicated people that went to great lengths to get us across the finish line Applications, Infrastructure and Basis teams need to be in-sync to ensure server needs are understood and managed effectively

2024

What Next?

Q1 2024

- Batchjob tool replacement
- Automated Testing Solution replacement
- Ozark S4 Implementation begins

Q3 2024:

- S4 version 2023 upgrade business case

Q4 2024:

- Ozark S4 implementation completed
- S4 Version 2023 project planning begins

SUMMARY

Ingevity S4 Timeline summary



Custom Code Objects

Customer Code: 12,366

Modification: 226

Enhancements: 401



Original Assessment

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Ingevity/Protera PARTNERSHIP EVOLUTION

Dec
2019

Ingevity selects Protera for the hosting of their SAP systems on Microsoft Azure to accelerate objectives

June
2020

Go-Live: 450 servers (reduced from 600), 180 systems, 74 TB data, 462 network devices – all migrated and deployed on Azure.

July
2020

Project Mosaic kicked off (SAP S/4HANA transformation)

Jul
2021

Network transformation project from MPLS to SDN WAN

Mar
2022

SAP S/4 HANA Go-live for Warrington plant

Apr
2022

Security Governance
Continued SAP S/4HANA rollout

Apr
2022

Mosaic DR Build out Completed

Oct
2022

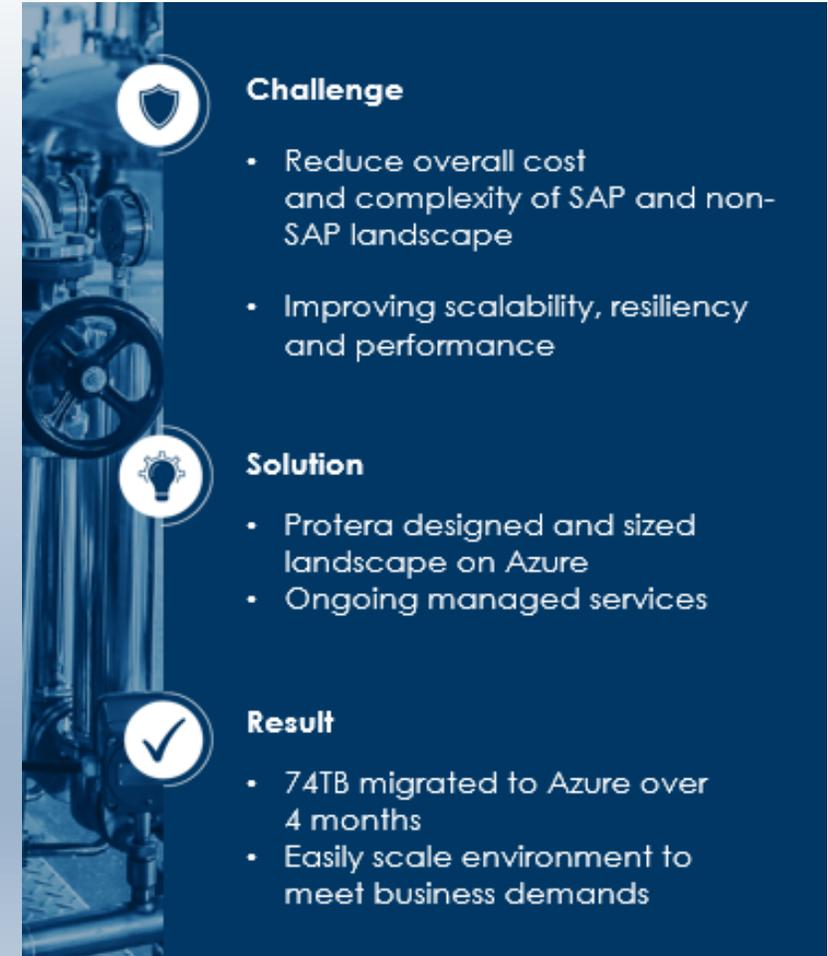
Go Live: Performance Chemicals

Mar
2023

Go Live: Performance Materials

Apr
2023

Ozark Business (Plants & Offices) integration to Ingevity



Challenge

- Reduce overall cost and complexity of SAP and non-SAP landscape
- Improving scalability, resiliency and performance

Solution

- Protera designed and sized landscape on Azure
- Ongoing managed services

Result

- 74TB migrated to Azure over 4 months
- Easily scale environment to meet business demands



Ingevity S/4 HANA Project

supported by Protera



PROJECT MOSAIC SAP INFRA STAND-UP ON AZURE DEC 2021

~ 73 servers (BODS, EHS, HANA, S/4, ADS, BW, CC, EM, GTS, SCM, WebDisp, Solman, OpenText)



WARRINGTON GO LIVE MAR 2022

Cutover & HyperCare support



PCHEM GO LIVE OCT 2022

Cutover & HyperCare support



PMAT GO LIVE MAR 2023

Cutover & HyperCare support



PROTERA PROJECT & SUPPORT TAKEOVER MAR 2022

SI Project Team roll off



S/4 DR TEST JUL 2022

Successful DR test for Mosaic systems



PROJECT MOSAIC SAP DR INFRA ON AZURE APR 2022

Complete DR build-out in anticipation of DR test in following month



GRC BUILD-OUT ON AZURE MAR 2023 (On-going)

Cutover & HyperCare support

PROJECT MOSAIC SUPPORT

- **Build out of the Project Mosaic environment in Azure (Dec 2021)**
- WRT Go Live cutover support & Hypercare (Feb 2022)
- **Take over Project/Support of S/4 & related systems (Mar 2022)**
- Executed successful S/4 DR drill (Jul 2022)
- **Recommendation to decouple GRC & S/4 to avoid significant cost increases (Sep 2022)**
- SSO config of RFui with S/4 (Sep 2022)
- Upgrade of IBP and related components (Sep 2022)
- **PCHEM Go Live support & Hypercare (Oct 2022)**
- **Reduction of SAP HANA DB by 550GB (Nov 2022)**
- Printer config migration to new Xerox machines (Dec 2022)
- Legacy SAP & Friends DR drill (Dec 2022)
- Supported GXO/Portland integration with S/4 (Feb 2023)
- **PMAT Go Live cutover support & Hypercare (Mar 2023)**
- HANA Performance issues resolved (April 2023)
- S/4 Application layer Performance & RFUI issues (In Progress)
- GRC Deployment (In Progress)
- S/4 End user Access Provisioning (In Progress)
- **Legacy System De-comm/Scaling down (In Progress)**



HOW WILL YOU MODERNIZE?

DETERMINE YOUR PATH FORWARD

Be nominated for a fully funded Advanced Microsoft Azure Assessment by Protera.

- Migrate
- Run
- Innovate



SCAN ME



Feel free to follow up as needed

Contact

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THANK YOU

