

# Verksamhetsstyrning 2.0

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# Agenda



Who we are
What we have achieved
On my agenda

# This is Ericsson



Ericsson enables communications service providers to capture the full value of connectivity.

Employees worldwide

105,500

34% under 35 years of age

R&D budget (SEK b)

47

60.000 patents

Sales (SEK b)

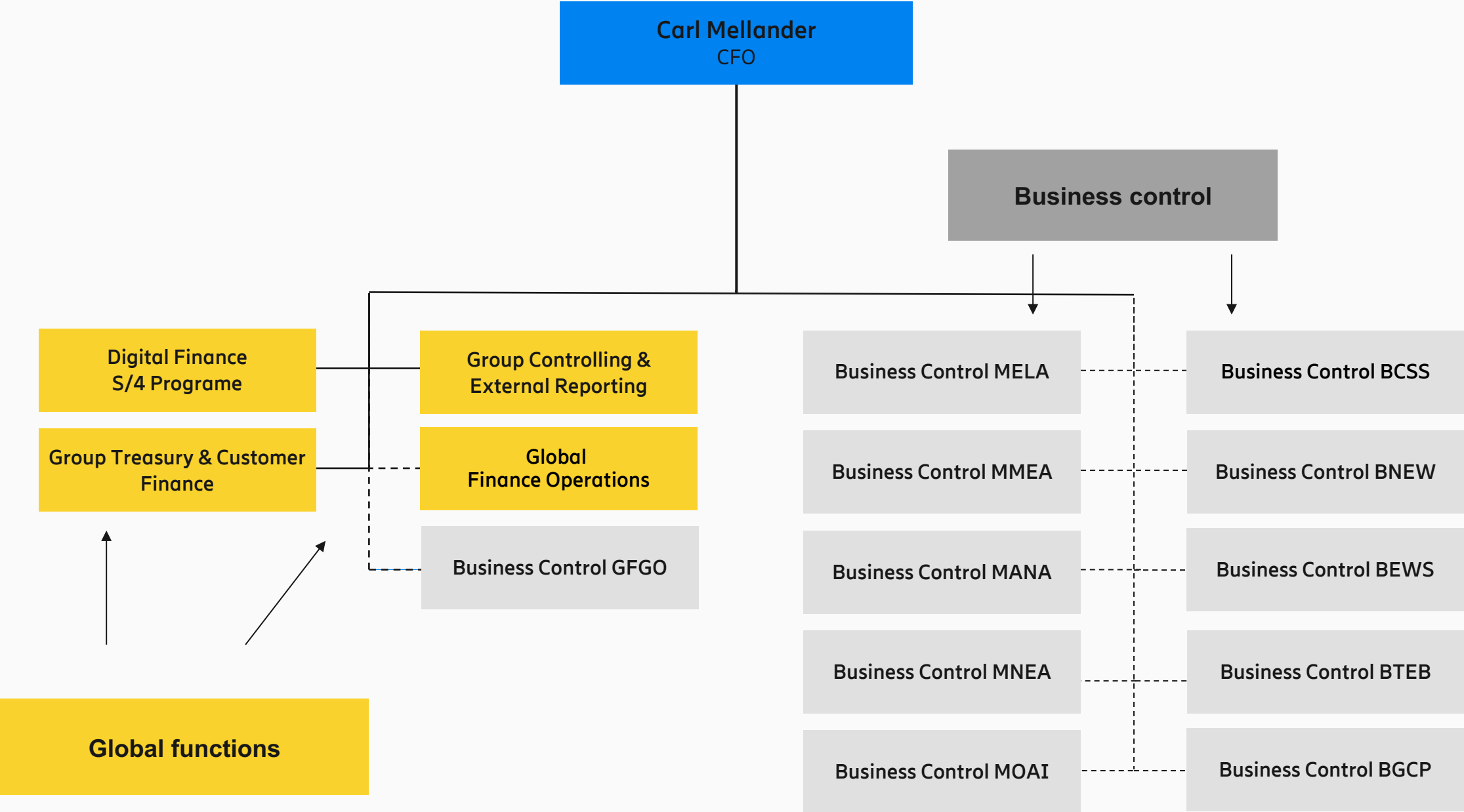
272

Organic growth of 3%

Note 1. Data as of the Q4 2022 report

Note2. Average rate during FY 2022 – SEK/USD: 10.04

# Global Finance Leadership Team



# Agenda



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# What we have achieved



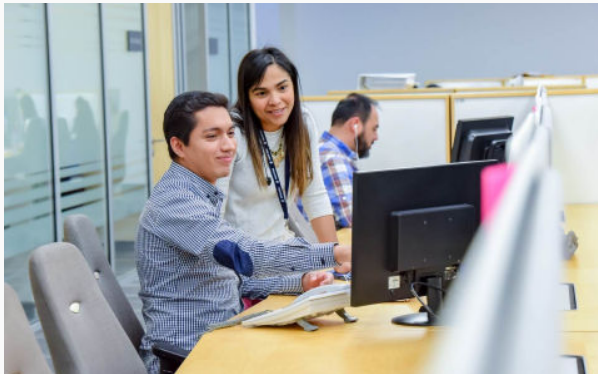
## One ERP and common master-data for 250 legal entities

Common and global processes

Common chart of accounts

Finance Hubs for transactional handling of global processes

Company control, Treasury and Tax Hubs for legal entity mgmnt and controlling



## Closing process

10 days for external report

5 days for closing process

Faster financial audit process

New applications for faster analysis and commenting

Re-shape how we work with forecasting

- Identify risk and take action

- Decide before Q-closing

*Closing is a non-event*

# What we have achieved



## Machine learning forecast

Cash  
Net Sales  
Cost

## Other

- Testing new technologies and learning from successes and failures – Self Service including financial analysis with commentary under pilot
- We manage 300+ tax audits on an ongoing basis
- Onboarding of new financial auditors during pandemic

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# SAC wanted position



How we get there..



**Technology**



**Data**



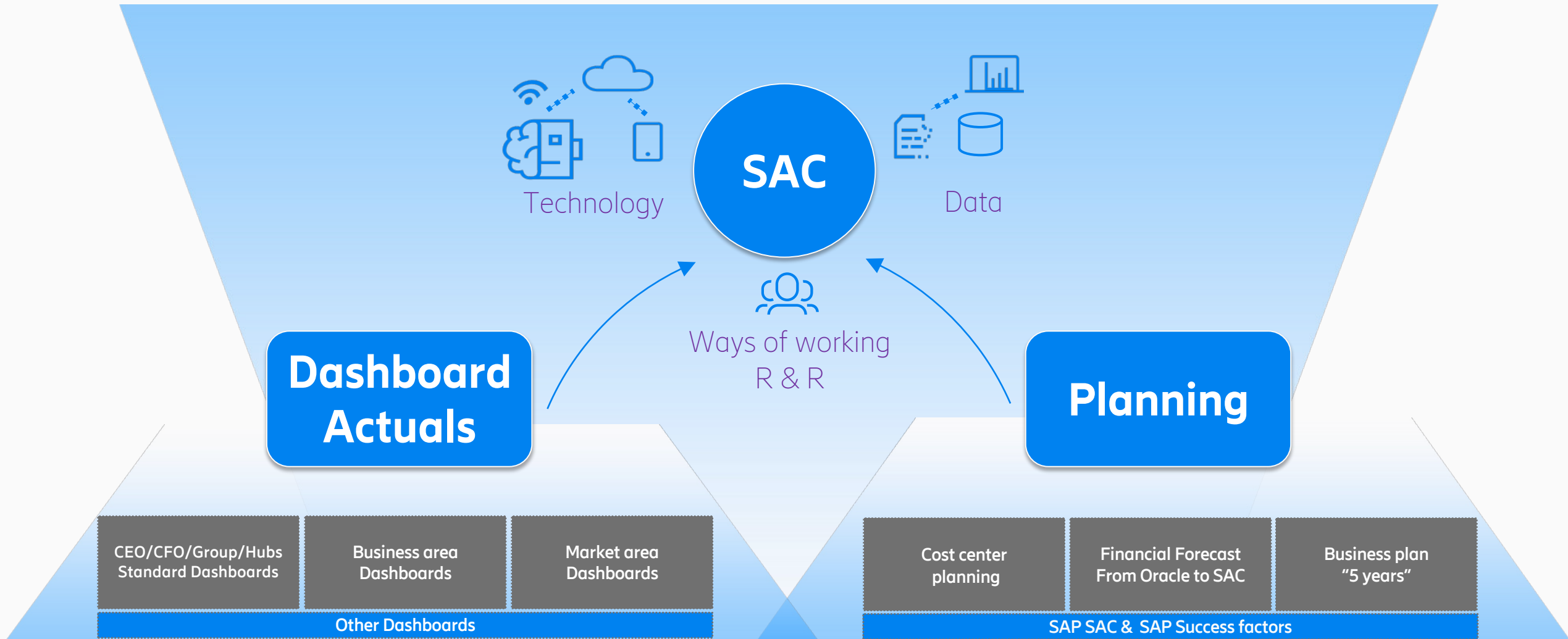
**Adaptation of ways of working,  
processes-Roles and Responsibilities**

## SAC Wanted Position

Establishing a standardized,  
common real time financial  
reporting

"A single source of truth for the  
finance community and executive  
management"

# SAP SAC program scope



Dashboard are fed from SAP R/3, SAP BPC, other SAP applications and SAP BW, which also includes non-transactional data. Business analytics comments are made in SAP SAC .

# On my agenda



## Current hot topics

### New business models (Via acquired companies or organically developed)

- How much to have in core systems and same ERP?
- When is something so unique with a new business model that it is more important than scale?

### Change management within finance and with stakeholders

- Digitalization of (financial) processes and reporting result in increased self service expectation.
- How far to go with end- to-end digitalization – beyond processes and look at flows, customer journeys etc.?
- Digitalization of tax reporting.

### How to integrate the sustainability dimension into the financial analysis?

- Tools and applications to integrate sustainability.
- Data is not easy and requires a lot of work. No standardization and link between taxonomy and financial reporting is lacking.
- It takes time to fix quality. How to keep effort reasonable?

### How to evolve competencies and people capabilities?

- Business Analysis evolves into a self-service delivery.
- Define the role of a business controller in a digital reporting age
- How to build capabilities from; business – via system transaction – to financial result?

# Conclusion



## We have achieved a lot by

- Having a clear strategy and wanted position
- Investing in common processes and tools
- Great people
- Excellent leaders

## We need to continue to change

- More requirements
- Data is key (*add also ESG reporting*)
- Look from new perspectives (end to end)
- Let technology do much more...
- Develop our people





# Thank you!

## Our purpose

To create connections that make the unimaginable possible

## Our vision

A world where limitless connectivity improves lives,  
redefines business and pioneers a sustainable future

## Our values

Professionalism. Respect. Perseverance. Integrity.

