Finance: How to answer the expectations from business
What business people require from Finance…

Active support and participation in strategic decisions

“"I don’t care about how they operate. Of course it should be cost-effective. But I do need the right figures”

Need the right information for instant business decisions

"Instant insight to action"

Need to go beyond "looking in the rearview mirror": simulate, predict

CFO as the architect for new business models

Ensure our organization complies with regulations
Digital transformation requires Finance to

Create **new business models**

Deliver **live insight** into the business

Increase **efficiency** and ensure compliance
Challenges in enterprise performance management

- Align execution and increase organizational agility
- Facilitate fact-based decision making that drives profitability
- Deliver a faster, more reliable close to disclose process

To transform, businesses must pursue strategic priorities

- Plan and simulate in the moment, responding immediately to market changes
- Be the engine of insight, facilitating delivery of the most relevant and **instant insights into the hands of the business**
- Continuously account, providing greater visibility into financial results **throughout the period** – live and in real time
How SAP’s Enterprise Performance Management supports the delivery of these expectations
Example - **Coop Mineral Oil using SAP Digital Boardroom**
Our digital business framework supports end-to-end solutions in SAP EPM

Strategize and plan
- SAP Digital Boardroom
- SAP BusinessObjects Strategy Management
- SAP Business Planning and Consolidation
- SAP Analytics Cloud

Analyze and optimize
- SAP Digital Boardroom
- SAP Analytics Cloud
- SAP BusinessObjects Profitability and Cost Management
- SAP Business Planning and Consolidation (SAP BPC)
- SAP Performance Management for Financial Services

Close and disclose
- SAP Digital Boardroom
- SAP Business Planning and Consolidation
- SAP BusinessObjects Financial Consolidation
- SAP BusinessObjects Intercompany
- SAP BusinessObjects Disclosure Management
- Blackline Financial Close Suite (account reconciliation)
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Dynamic Planning and Analysis

Integrated budgeting embedded in closed loop performance management

Responsiveness to changing business environment

- Links operational decision with strategic goals
- Monitor execution in real time
- Trigger mitigation / actions

- Integrated budgeting & forecasting
- Embedded planning with real-time access to transactional data
- Built-in predictive and simulation capabilities

SAP HANA Platform & S/4HANA
(Single source of truth)
Financial planning solutions today

Planning stand-alone
- SAP BPC Standard Model
- SAP BPC Embedded Model

Planning within S/4HANA
- S/4HANA SAP BPC Engine (Optimized)
- SAP ERP Classic GUI Transactions

On-Premise or via Managed / Private Cloud

SAP Cloud Platform

SAP Analytics Cloud (for Planning)
Single source of plan data - Vision

SAP Cloud Platform

Business Objects Cloud Planning

Universal Journal = One Persistency

Planning

Actuals

S/4HANA

Historic Transactions
Allocations, …

Planning in S/4HANA Finance * (BPC Optimized)

SAP BPC (stand alone)

File Upload

Third party planning applications

* Available with S/4HANA 1610

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# Purpose of financial planning

## Content perspective

### Income Statement

<table>
<thead>
<tr>
<th>Description</th>
<th>Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue &amp; Sales Deductions</td>
<td>+</td>
</tr>
<tr>
<td>- Cost of Sales Goods Sold</td>
<td>-</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>+</td>
</tr>
<tr>
<td>- Marketing Cost</td>
<td>-</td>
</tr>
<tr>
<td>- R&amp;D Cost</td>
<td>-</td>
</tr>
<tr>
<td>- Administration Cost</td>
<td>-</td>
</tr>
<tr>
<td>+/- Other Revenue / Other Expenses</td>
<td>+/-</td>
</tr>
<tr>
<td>+/- Amortization / Depreciation</td>
<td>+/-</td>
</tr>
<tr>
<td>EBIT</td>
<td>+/-</td>
</tr>
</tbody>
</table>

Sales Planning on Periods*, Market Segment Planning

Cost of sales planning, Product cost simulation**

Cost Center Planning, Internal Order Planning, Project Planning

Activity Price Planning *
(plan-rate for internal activity)

Activity Consumption Planning *
(expected quantity of a specific activity provided by a partner cost center)

Fixed Amounts Transfer Planning *
(plan for fix amount-transfers between cost centers)

Cost simulation *
(simulate the transfer of fix amounts (beneath ratios and services))

Profit Center Planning
P&L Planning, Balance Sheet Planning and Liquidity Planning

* Added with S/4HANA 1610
** Future planned functionality
Planning in SAP ERP vs S/4HANA

SAP ERP Planning

- SAP GUI
- Sequential Planning Process
  - Cost Center Plan
  - Project Plan
  - No direct share of values
- Many current customers use this

Planning within SAP S/4HANA

- HTML5 UI, Analysis for Office, Fiori
- Parallel Planning Process
- HANA-optimized performance
- Workflow/Work status support
- Real-Time Actuals
- Activity Log
## BPC optimized for SAP S/4HANA - Planning

**“Real Time Financial Planning & Forecasting for S/4HANA”**

<table>
<thead>
<tr>
<th>Use Case and Overview of BPC Optimized</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Use Case:</strong> Financial planning for S/4HANA, based on the dimensionality of the Universal Journal, where the majority of the data upon which planning will be performed exists within the underlying SAP S/4HANA system.</td>
<td>“Delivered content and functional enhancements” built on the BPC embedded model designed to support real-time planning and forecasting on key dimensions within the Universal Journal via real-time access to SAP S/4HANA transactional and master data without the need for data replication.</td>
</tr>
<tr>
<td>SAP BPC optimized for SAP S/4HANA enables financial planning capabilities provided by SAP BPC to be seamlessly integrated in SAP S/4HANA</td>
<td>Provides for the ability to both develop and enter/monitor plan results within a single application.</td>
</tr>
<tr>
<td>Can be customized and extended to meet customer specific requirements using the underlying capabilities of BPC embedded model planning.</td>
<td>Embedded directly within the SAP S/4HANA system itself so as to work directly, in real time, on the data within the underlying SAP S/4HANA environment (applicable to both single system and Central Finance scenarios).</td>
</tr>
</tbody>
</table>

### How does this differ from “Standard” BPC?

- **Supports real-time access to master data and actuals maintained in SAP S/4HANA facilitating real-time monitoring and analysis, thus eliminating the need for periodic data replication**
- Fully integrates into the SAP S/4HANA system, no separate system requirements
- **Delivers financial planning “content”** with new Fiori-based reporting options
SAP BPC for BW/4HANA
SAP BPC, version for BW/4HANA

Unique Advantages

**Simplicity**
- Simplified planning models in BW/4HANA
- Streamline data loading processes
- ONE product for planning and consolidation

**Openness**
- Integrate data from cloud applications or third party data store into BPC
- Leverage Big Data to improve decision-making

**Modern Interface**
- Connect modern analytics solutions to your BPC data
- Present live BPC data in SAP Digital Boardroom and SAP Analytics Cloud

**High Performance**
- Push down calculations to HANA for faster planning and closing cycles
- Improved scalability with BW/4HANA to plan with greater details
SAP BPC, version for SAP BW/4HANA – New Home Page with Analytics
SAP BPC, version for SAP BW/4HANA – Enhanced User Library
SAP BPC, version for SAP BW/4HANA – Multiple Business User Interfaces

SAP BusinessObjects Analysis Office

SAP Analytics Cloud

SAP EPM Add-in for Microsoft Office

SAP BusinessObjects Design Studio
SAP BPC, version for SAP BW/4HANA – Detailed Activity Monitor
Hybrid planning

Support the Corporate Plan in BPC BW/4HANA with SAP Analytics Cloud for light-weight LOB/Departmental planning and/or Enhanced Visualization.
Choosing a version of SAP BPC

S/4HANA Planning and Consolidation (with SAP BPC)
- Financial Planning for customers where primary dimensions exist in the S/4HANA Universal Journal
- Customers interested in performing Real Time Consolidations

SAP BPC, version for SAP BW/4HANA
- Financial Planning for customers, where financial and operational data are being leveraged from within the BW/4HANA data warehouse and external data sources
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Customer and product * profitability – Challenges

Digital transformation leads to new business models and sources of revenues and costs, requires flexible modeling.

How to align resources with business strategy, based on a clear picture of cost drivers?

How to identify of customer lifetime value and customer equity?

Often direct information available on what revenue each customer or product generates.

But finance, sales & marketing not always aligned.

DUE TO… fragmented systems, absence of a single source of information.

New dimensions

Missing transparency in cross-charges, costs of support services.

Difficulty to identify the all-in costs:
- to serve a specific customer
- to produce – promote - sell - distribute a specific product
- for a specific channel

DUE TO… fragmented systems, intransparent cost modeling engine, absence of centralized information.

* Products and services

Digital transformation leads to new business models and sources of revenues and costs, requires flexible modeling.
Customer and product profitability – How SAP supports

Profitability characteristics at line-item level in real-time

Route cause analysis, traceback based on single source of truth

Cross charging
Process improvements
Pricing

SAP BO Cloud / SAP BO Suite
SAP S/4HANA Controlling
SAP FS-PER
SAP PCM
SAP Financial Statement Insights
SAP BPC
SAP HANA
Transactions
Analyze
Simulation
Prediction

Primary costing
Advanced costing (optionally full costing)
Aggregation and Analysis of granular data for Profitability and Reporting Purposes

Reporting not limited by application boundaries, delivering single version of the truth
Extended reporting and visualization capabilities using the SAP Business Objects Suite on top

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How to get to the right basis for decision support?
Helping organizations make better decisions, gain better control of cost, and improve profitability

Primary costing | Advanced costing (potentially full costing) | Aggregation and Analysis of granular Data for Profitability and Reporting Purposes

Revenues

Direct Costs
E.g. Valuation of manufacturing goods placed in stock, Valuation of WIP

Indirect Costs
Includes cause and effect assignment of overhead and support services, service costing, cross charging, prices costing...

Cost Allocation in a flexible business object hierarchy based on configurable allocation rules

Target Object

Management reporting

Decision support
- Product and customer strategy
- Pricing and discounting
- Process improvement

Consistent re-use of allocation and calculation rules for Planning and Simulation

Collect Indirect Cost Information from various Systems

Identify – cost and profit drivers
Define – flexible and user driven modeling
Analyze – powerful what-if analysis and simulation
Complete – integrate data from multiple sources
Report – driven by business user
Extending the value with solutions beyond S/4HANA

- Customer and product profitability
- Cost to serve analysis
- Shared services costing
- Bill of material costing
- Product footprint
- Transfer pricing
- …
Helping organizations make better decisions, gain better control of cost, and improve profitability

**Usage scenarios by industry**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Usage scenario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial services</td>
<td>Transfer pricing, product /customer costing, shared services costing, claims management costing, broker profitability, process improvement, capacity planning</td>
</tr>
<tr>
<td>Transportation and logistics</td>
<td>Customer, product and route profitability, container costing, leg contribution, network optimization, infrastructure investment analysis, IT costing, regulatory reporting (postal services)</td>
</tr>
<tr>
<td>Consumer products and life sciences</td>
<td>Product costing and pricing, SKU profitability, supply chain optimization, overhead optimization, shared services costing (IT, HR, finance)</td>
</tr>
<tr>
<td>Healthcare</td>
<td>Procedure costing, regulatory bodies reporting</td>
</tr>
<tr>
<td>Oil and gas</td>
<td>Fuels and lubricants costing and pricing, distribution point profitability, process costing</td>
</tr>
<tr>
<td>Public sector</td>
<td>Pensions, benefits, and allowances costing, benchmarking, public services pricing (customs, tolls…).</td>
</tr>
<tr>
<td>Wholesale distribution</td>
<td>Product/branch pricing, customer and distribution channel value analysis, supply chain optimization, supplier rebates negotiation</td>
</tr>
<tr>
<td>Telecom</td>
<td>Regulatory requirements (unit costs per service and per minute), product/customer profitability</td>
</tr>
</tbody>
</table>
Helping organizations make better decisions, gain better control of cost, and improve profitability

**Usage scenarios by industry**

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<td>Automotive, machinery</td>
<td>Process/product costing and profitability analysis, shared services costing</td>
</tr>
<tr>
<td>High tech and electronics</td>
<td>Product/customer segment profitability, dynamic resource and capacity planning, shared services costing</td>
</tr>
<tr>
<td>Media</td>
<td>Service license and product/broadcast profitability</td>
</tr>
<tr>
<td>Utilities and waste</td>
<td>Process improvement, resource optimization, customer segment profitability, services pricing</td>
</tr>
<tr>
<td>Professional services</td>
<td>Project costing, margin analysis, shared services costing</td>
</tr>
<tr>
<td>Chemicals, process, mill products</td>
<td>Process/product costing, business unit benchmarking, shared services costing, order line profitability</td>
</tr>
<tr>
<td>Defense and security</td>
<td>Central logistics costing, missions and operations costing, performance management</td>
</tr>
<tr>
<td>Retail</td>
<td>Cost to serve, customer/product lifetime value analysis, suppliers negotiation optimization, margin control, merchandising/supply chain costing</td>
</tr>
</tbody>
</table>
Cost allocation and analysis – What solution brings which benefits?
# High Level Comparison for Cost Allocation Capabilities

Different solutions cover the functional need for cost allocations, from different angles

<table>
<thead>
<tr>
<th>Solution</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SAP S/4HANA Controlling</strong></td>
<td>• Embedded in the S/4HANA solution&lt;br&gt;• Therefore tightly integrated into the end-to-end Enterprise Management solution, with access to highly granular data&lt;br&gt;• Some limitations in terms of flexibility of modeling, traceability and simulation.</td>
</tr>
<tr>
<td><strong>Profitability and Cost Management</strong></td>
<td>• Originally conceived as a cost allocation engine, allowing for activity based costing logic&lt;br&gt;• Therefore flexible modeling including traceability and ability to perform well with large volumes at a high level of granularity&lt;br&gt;• Calculation engine runs on its specific datamodel. Reporting</td>
</tr>
<tr>
<td><strong>Business Planning &amp; Consolidation</strong></td>
<td>• Core = Planning and consolidation engine&lt;br&gt;• Use case: re-useability of allocation logic of a planning scenario for actuals is required&lt;br&gt;• Designed to preferably work with relatively fewer dimensions.</td>
</tr>
<tr>
<td><strong>Performance Management for FS</strong></td>
<td>• Originates from the financial services industry, allowing for performant cost allocations on high volumes at a high level of detail.&lt;br&gt;• Natively developed on HANA platform (therefore access to predictive library etc.)&lt;br&gt;• S/4HANA data access without duplication.</td>
</tr>
<tr>
<td><strong>BO Cloud</strong></td>
<td>• Cost allocation engine designed in HANA, to allow for advanced costing scenario’s.&lt;br&gt;• Currently focuses on more light-weight cost allocation logic.</td>
</tr>
</tbody>
</table>
FS-PER SAP Performance Management for Financial Services

Key Use Cases:
- Profitability at a level of granularity below the Universal Journal
- Specific business content required (i.e., Funds transfer pricing, route profitability)
- Multiple source systems where the central journal concept would not be applicable.

All required levels of granularity
- Unlimited number of allocation rules
- Fallback rules for unassignable items
- Ad-hoc simulations and "what-if" analyses
- Debit/credit postings to the general ledger
- Interface to SAP BPC for plan data
- Is easily extendable for custom-specific purposes

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SAP Performance Management for Financial Services

**Scenarios**
- Allocation
  - Assessment and Global Recharges
- Top-Down Distribution
- Activity-Based Costing

**Forecasting**
- FTP
  - Matched Maturity
- SII
  - Life and Non-Life Risk
  - Counterparty Default Risk
  - Market Risk
  - Replicating Portfolio

**Drill-Down**
- Simulation Application
  - Business Data Aggregator
  - Calculation Engine
- Enrichment
  - Derivation
  - Lookup
  - Currency and Unit Conversion
- Valuation
  - Present Value
  - Capital Growth
  - Effective Capital
  - Predictive Analytics Library
- Calculation
  - Driver- and Model-based Calculations
  - R Language

**Databases**
- SAP HANA, Oracle, IBM, MS SQL Server, Teradata, Hadoop, etc.

**SAP Applications**
- SAP S/4HANA, ERP, SAP BW, SAP BPC, SAP FRDP, etc.

**Functions**
- Web Services, Micro Services, R Language, etc.

**Other Apps and Data**
- MS Excel, CSV, other files
SAP Performance Management for Financial Services
Flexible calculation and configuration
How to get to the right basis for decision support?

General solution mapping

- **Primary costing**
- **Advanced costing (potentially full costing)**
- **Aggregation and Analysis of granular Data for Profitability and Reporting Purposes**

**Revenues**

- **Direct Costs**
  - E.g. Valuation of manufacturing goods placed in stock, Valuation of WIP

- **Indirect Costs**
  - Includes cause and effect assignment of overhead and support services, service costing, cross charging, prices costing...

- **Cost Allocation in a flexible business object hierarchy based on configurable allocation rules**

- **Collect Indirect Cost Information from various Systems**

- **Consistent re-use of allocation and calculation rules for Planning and Simulation**

**Management reporting**

- **Decision support**
  - Product and customer strategy
  - Pricing and discounting
  - Process improvement

**What-if simulation and projections**

**S/4HANA Controlling**

**BPC**

**FS-PER**

**PCM**

**Initial solution allocation**
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Continuous entity and group close
Continuous accounting

- Accelerate accounting with real-time integration of GL, fixed assets, AP, AR, inventory, revenue, and costs
- Collaborate effectively and automate processes with event-driven execution
- Reduce cycle time through automation, integration, collaboration, and streamlining of processes
- Provide central monitoring and self-service access to financial information with drill down
- Deliver better insight at any time from anywhere – virtual “soft close”
The building blocks of Continuous Accounting

**Fast Close**
- One platform for the entire process (Universal Journal)
- Plan, automate and monitor (SAP Financial Closing cockpit)
- Expand and streamline (Shared Service Framework; Blackline)

**Continuous Close**
- Enable processes to be driven continuously (GR/IR and Intercompany reconciliation)
- Feed the Group Close regularly (Consolidation in SAP S/4HANA)
- Eliminate closing tasks and enable results to be derived continuously (Profitability Analysis in the Universal Journal)

**Predictive Close**
- Reuse business architecture
- Enable new business functions
Continuous consolidation

- Gain real-time access to transactional data
- Eliminate manual spreadsheets and data inconsistencies with one version of the truth
- Reduce manual effort and errors with automated consolidation of multiple currencies and reporting standards
- Easily determine why financial events occur with flexible data model
- Guide decision making with full financial visibility
What are the advantages of Real-time consolidation?

Data Quality
- Postings can be checked continuously against central validation rules
- Shared Master Data and Rules for entity and group closing

Speed
- Necessary adjustments can be done locally and results are provided immediately for consolidation
- Certain consolidation steps can be performed before the consolidation (e.g. currency translation)

Transparency
- Fully enabled Drill-through from consolidation to the line-items of the entity (instead of transformation in multiple systems)
  - „Single Source of Truth“
- Consolidation of free-of-choice dimensions
Disclosure Management
The challenge of regulatory disclosures: Lack of automation, visibility and control

Collecting disparate data is time-consuming
• Disparate data sources across system landscapes
• Manual cut-and-paste for spreadsheets and narrative
• Complexity of regulations in different jurisdictions

Manipulating data manually increases cost
• Multinational groups across continents and time zones
• Multiple document instances and versions
• E-mail workflow is difficult to manage and audit

Decentralized disclosures increase risk
• Reuse of the same data in multiple reports
• Multiple output formats required (PDF, HTML, XBRL)
• Last-minute adjustments may cause inconsistencies
Create financial and non-financial disclosure statements

**Input**

- Entity Close Data (e.g., General Ledger)
- External files (e.g., Spreadsheets)
- Business Intelligence (e.g., Data Warehouse)
- Corporate Close Data (e.g., Consolidations, Notes)

**SAP BusinessObjects Disclosure Management**

- Data integration
- Collaborative editing
- Workflow
- Audit trail

**Output**

- Workflow

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Disclosure management architecture

**Input**

- **Entity Close Data**
  (e.g., General Ledger)

- **External files**
  (e.g., Spreadsheets)

- **Business Intelligence**
  (e.g., Data Warehouse)

- **Corporate Close Data**
  (e.g., Consolidations, Notes)

**SAP BusinessObjects Disclosure Management**

**Workflow**

- **Data Repository**
- **Document Mgmt**
- **Output Processor**

**Output**

- **Word Processor**
- **External files (e.g., Spreadsheets)**
- **Corporate Close Data (e.g., Consolidations, Notes)**

---

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Disclosure Management vs Statutory Reporting Framework
Business Benefits of SRF

Compliant 01
Globally compliant with easy adoption of legal changes, different legal formats and direct submission

Efficiency 02
State of the art capabilities with modern user experience leading to the next generation of legal reporting

Flexibility 03
Fast adoption of constantly changing legal reforms and business needs through flexible rules and extendible design environment

Transparency 04
Monitors your global legal compliance reporting with full audit traceability in a unified dashboard with embedded analytics

Advanced Compliance Reporting
A consistent and unified user experience across all the supported statutory reports through SAP Fiori.
Solution components

**DESIGN TIME**

- XSD / Schema
- Mapping
- Report Definition
- Data Source

**ADVANCED COMPLIANCE REPORTING**

- Configurations

**RUNTIME**

- DataRetrieving and Processing
- Generation – Legal Reports
- Generation – Correspondences
- Embedded Analytics
- Audit Trail

**Government Gateway**

**Business User**

**Technical User**
Comparison: Disclosure Management vs Statutory Reporting Framework

Disclosure Management

- **Platform Independent**
- Reporting of quantitative data from **multiple data sources**
- Focuses on business role - **Corporate Accounting** inclusive of preparation and filing of external financial statements and related regulatory filings **as well as Management reporting**
- Reporting of **Qualitative Data** - creation and editing of qualitative (textual) data such as notes to statements
- Flexible Business User Owned and Managed reports intended to be regularly edited and adjusted
- Supports XBRL with flexible mapping and extension
- Support for SEC 10k/10q, FINREP, COREP, Solvency II and E-Bilanz where dedicated content based solutions have been developed.

Statutory Reporting Framework

- Designed to support reporting on **S/4HANA**
- Reporting of quantitative financial data **from S/4HANA**
- Focuses on business role - **Financial accounting** for Statutory reports.
- Provides framework to create and manage customer specific reports
- Supports XML, PDF, TXT and XBRL(no extensions)
- Template (fixed format) based local statutory for VAT, GST, EC sales list, WHT, Sales and Purchase list, etc
- Provides online submission to the tax authorities
What do you think?

Contact information:

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Finance Solutions  
SAP SE

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+32 472 491 699