



LION

The Cognos Disclosure Management (CDM) journey at Lion

September 2014



Growing sociability and wellbeing in our world

CORE PURPOSE

Growing sociability and wellbeing
in our world

VALUES

Integrity, Achieving Together, Sociability,
Wellbeing, Passion

VISION

To be the leading and most trusted branded
beverage & dairy company in our world

BEER, SPIRITS & WINE

PERFORMANCE

Operating EBIT¹

\$633.3m

Sales revenue

\$2,327m

1 Excluding operations

DAIRY & DRINKS

PERFORMANCE

Operating EBIT¹

\$92.1m

Sales revenue

\$2,536m

Our business

BRANDS



BRANDS



7,000

People in
Australia and
New Zealand

41

Total number of sites

OPERATIONS



Craft
brewery



Liquor
outlets



Wineries



Major
breweries



Juice
processing
plants



Dairy foods
plants



Cheese
manufacturing
sites



Milk processing
plants

OPERATIONS

History

1840

LD Nathan
established as a
trading company
in NZ

1900

Dairy Farmers
Milk Co-operative
formed

1988

Lion Nathan is formed when
New Zealand's largest retailer, LD
Nathan & Co, merges with brewer,
wine and spirit manufacturer and
hotel operator, Lion Breweries

1998

Kirin acquires
45% interest in
Lion Nathan (LN)

2007

Kirin acquires
National Foods

2009

Kirin Group acquires remaining
LN shares and obtains 100%
ownership. Lion Nathan
National Foods is formed

2011

We become Lion. Operating as one
company with three businesses:
• Lion Beer, Spirits and Wine Australia
• Lion Beer, Spirits and Wine NZ
• Lion Dairy & Drinks

2012

Lion acquires Little World
Beverages and Emersons



Agenda

Program Oscar – transforming Finance in Lion

From spreadsheets to CDM

How did we do it?

Benefits realised after first use

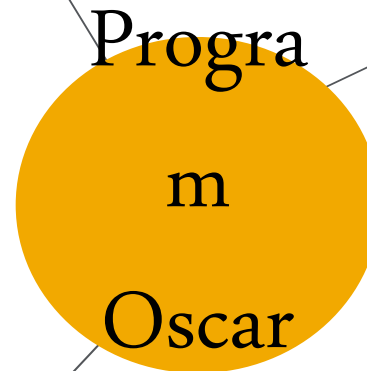
What did we learn on the journey?



What is Program Oscar at a glance?

3 year transformation

- Finance led program
- Transform the way we work
- Covers processes, systems, capability and roles & responsibilities
- Phase I to be completed at the end of 2014



5 key opportunities

- Enhance data integrity and reduce unnecessary risk
- Reduce process and system complexity
- Harmonise ways of working across Finance
- Increase time for creating value
- Develop 'one Finance team' that is even more engaged and capable than now

Primary user

- Majority of Finance will experience significant changes
- *impacts* The rest of business will also be touched

What are the major changes Oscar will deliver?





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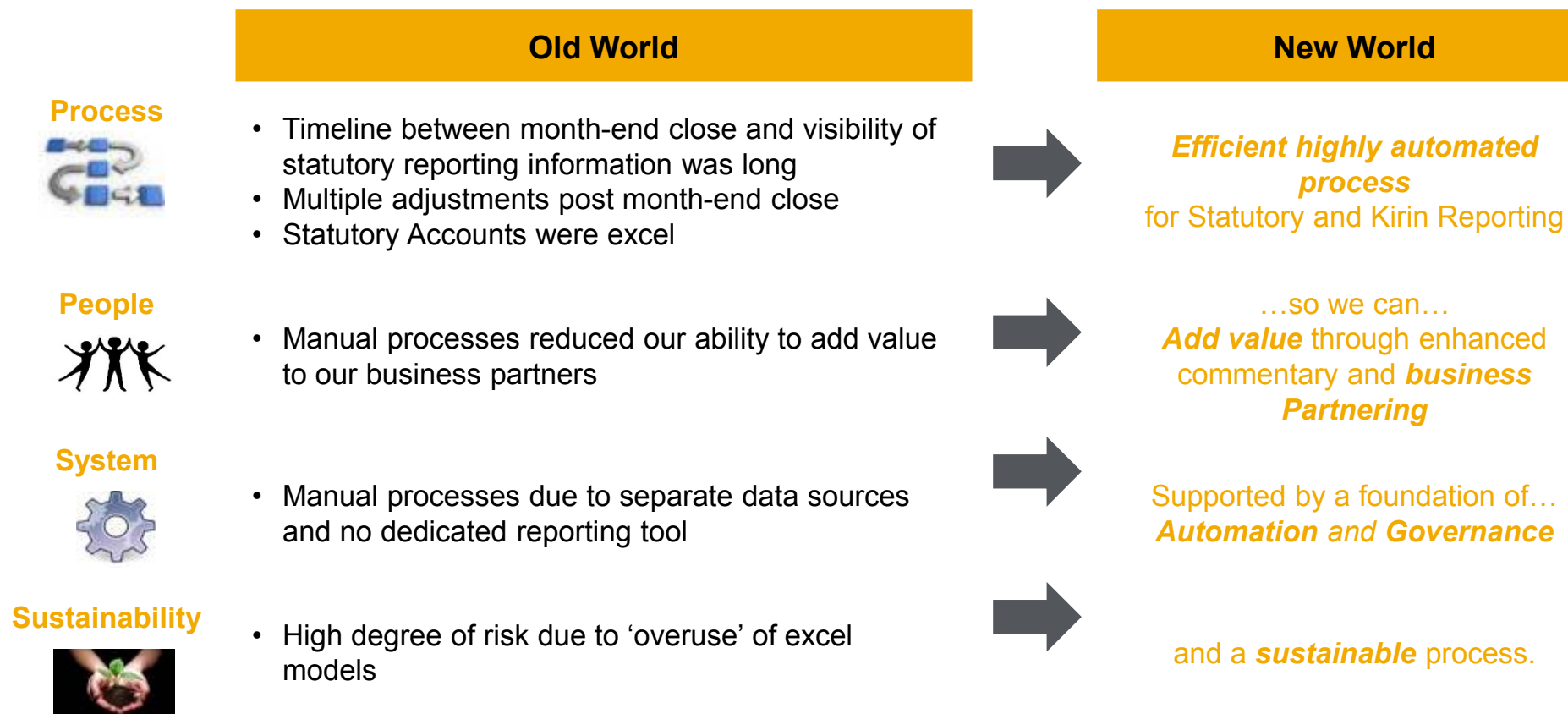
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What did we learn on the journey?

From spreadsheets to CDM

6. New Disclosure Management process





Timeline for System/Software selection process

Our final selection process was rigorous and was conducted over a 8 week timeline

Vendor Selection Process	June	July	August
1. RFP and Functional Requirements to Vendor		29 th	
<ul style="list-style-type: none"> ○ Confirmation of participation – July 9th 2012 ○ Reference site visit details – July 16th 2012 		9 th 16 th	
2. RFP Vendor response collation		2 nd – 20 th	
3. RFP Vendor response to Lion – 20 th July		20 th	
4. RFP Vendor Presentations 24 th – 26 th July (Sydney)		24 th – 26 th	
5. Vendor Presentations Q&A			27 th – 10 th
6. Reference Site Visits			30 th – 10 th
7. Collation and Vendor Reference Site Feedback			13 th – 24 th
8. Final and Preferred Vendor Selection (TBC)			27 th



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Benefits realised after first use

What did we learn on the journey?

How did we do it?

6 week project implementation 1 week post implementation support



Team resources



Key activities



Business resources





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How did we do it?

Benefits realised after first use

What did we learn on the journey?

Feedback after first use



- **Automated process flow**
- Reports are **integrated** with the system
- **Reports were easy to automate**



- **Portability**
- **One depository** for all report information
- **Reduced overtime**
- **All completed in house**



- Focus on **reporting insights** rather than completing the numbers
- **Earlier review**



- Improved **audit trail** for our reporting
- Reduced opportunity for **human error** due to report validations
- **System based controls**



Agenda

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How did we do it?

Benefits realised after first use

What did we learn on the journey?

Key learnings

Establish the right team with the right capabilities



Aligned systems are key to fully exploit the benefits



Do your pre-work before engaging the implementation partner



Engage via capability training – keep it simple



Questions?

