

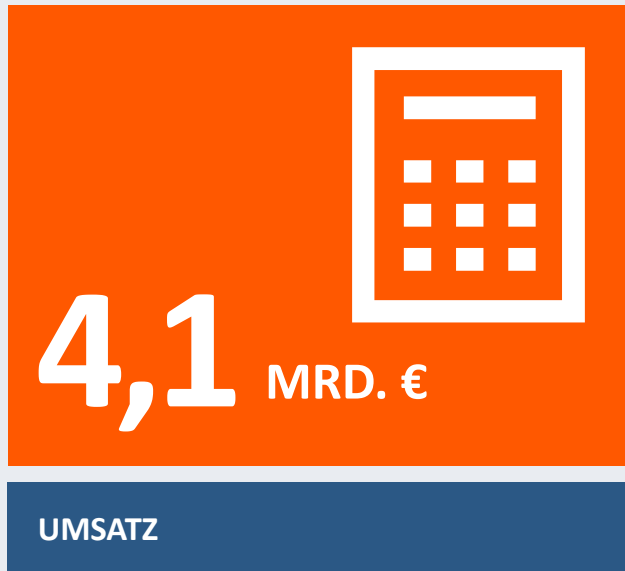
ERFOLGSFAKTOREN DER FINANZTRANSFORMATION

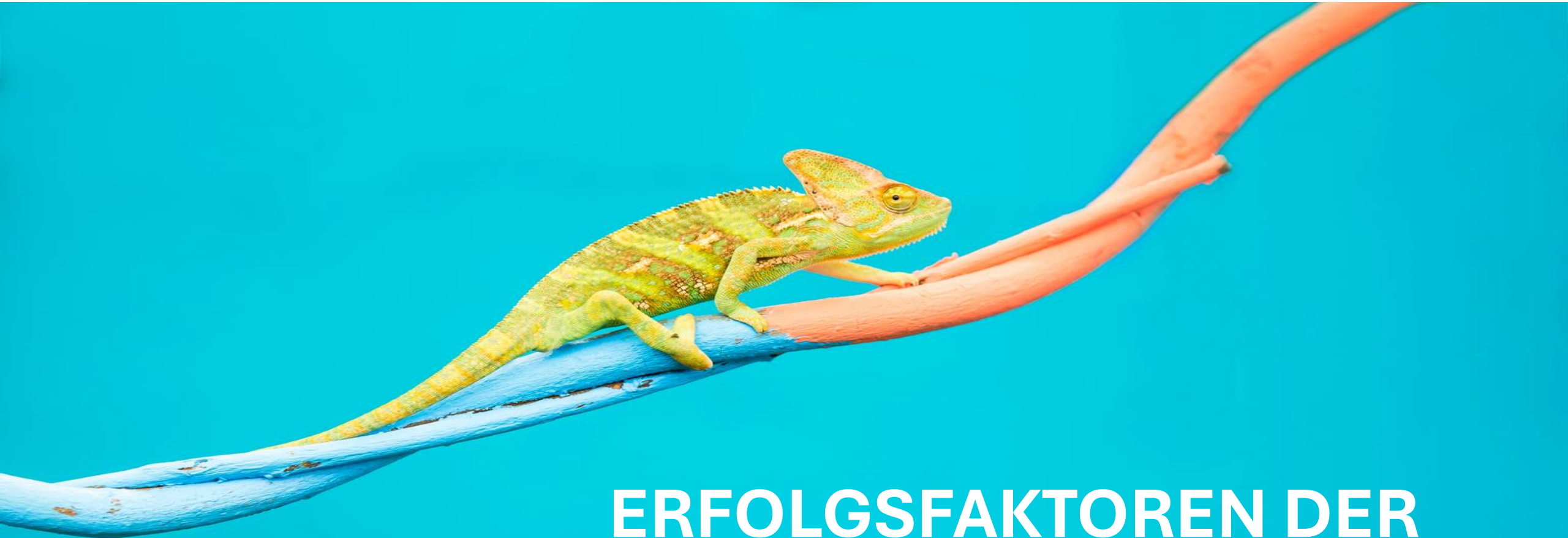
KUKA



_KUKA begegnet uns überall







ERFOLGSFAKTOREN DER FINANZTRANSFORMATION

KUKA



UNSERE VISION

KUKA



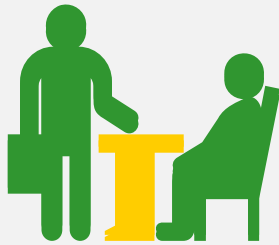
UNSERE

VISION



FINANCE is the
DISCOVERER and
CREATOR of VALUE in KUKA

FINANCE is the **DISCOVERER** and **CREATOR of VALUE** in KUKA



**BUSINESS
PARTNERING**



**ERFOLGSTREIBER IM UNTERNEHMEN
SPEED & EXECUTION**



EFFIZIENTE PROZESSE

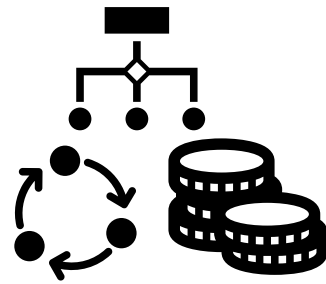


**RISK MANAGEMENT &
COMPLIANCE**



**EIN GLOBALES
FINANZTEAM**



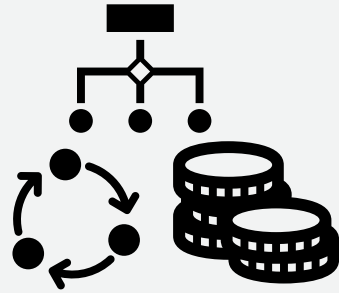


GRUNDFRAGESTELLUNG



GRUNDFRAGESTELLUNG

STATUS QUO



STAKEHOLDER ANFORDERUNGEN



ZEITRAHMEN



BUDGET



TRANSFORMATIONS ROADMAP

2027

2026

2025

2024

2023

2022

2021

Solid governance model

Value Creating Organization

Workforce dedicated to success

World Class Processes

Efficient Platform

Controlling Steering model

FP&A CoE Organization

Training Concept

Harmonization CoA

SSC-Organization

Career Path Concept

Master Data MM

Global Job Architecture

Self Serve Reporting

Scenario Tools

Talent Development Meetings

Accounting Process Automation

IC Charges automated

Self-Service Reporting

Top Down Budgeting

Lakehouse

ERP Harmonization

- Governance
- Organization Structure
- People / Skills
- Processes
- Technology / Efficient Platform

KUKA



ELEMENTE

KUKA



ELEMENTE

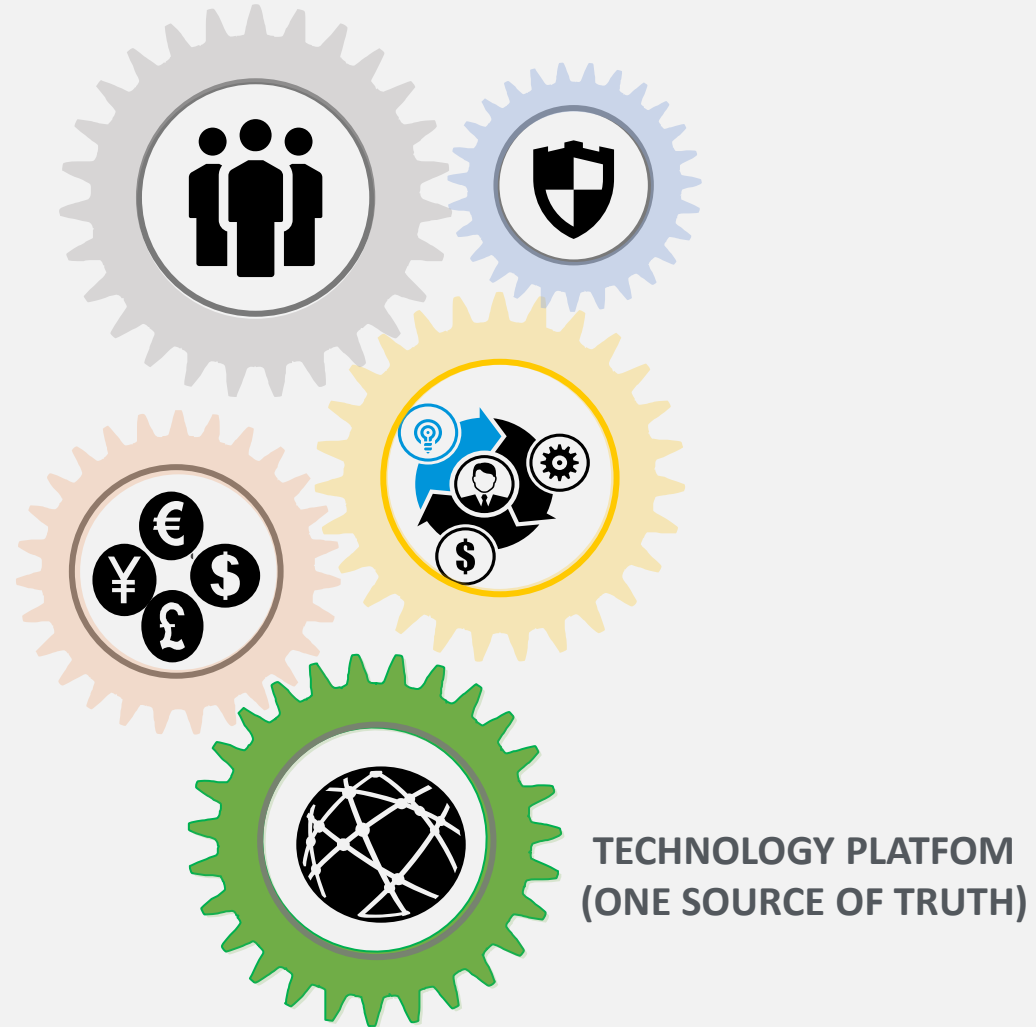


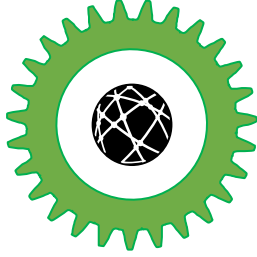
5 KERNELEMENTE DER TRANSFORMATION



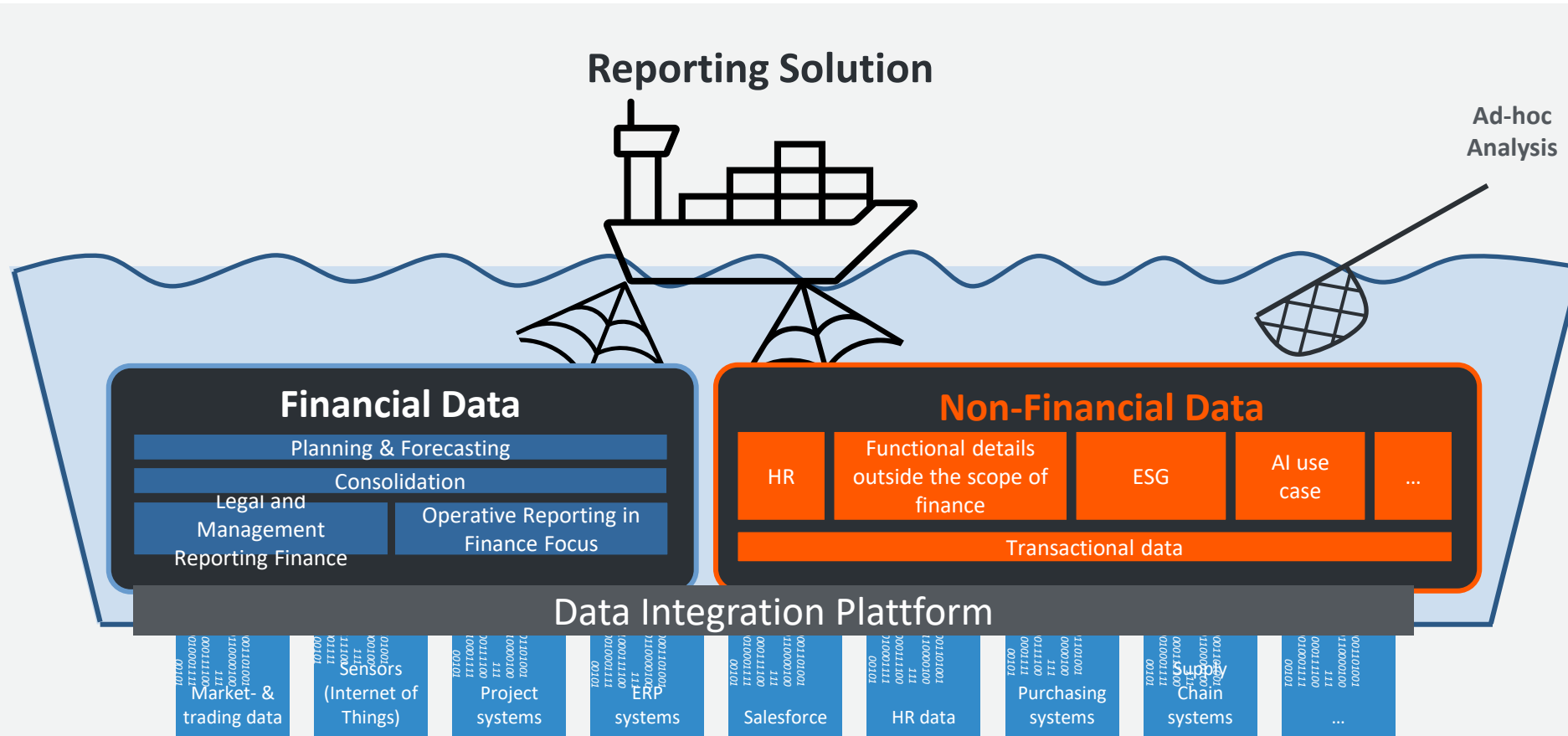


KERNELEMENTE DER TRANSFORMATION





ONE SOURCE OF TRUTH





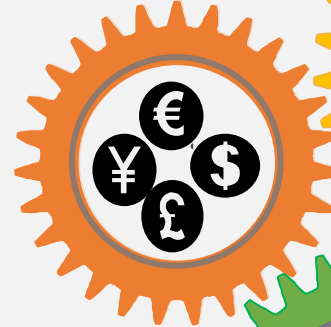
DIE 5 KERNELEMENTE DER TRANSFORMATION

WORKFORCE DEDICATED TO SUCCESS
(PEOPLE & SKILLS)

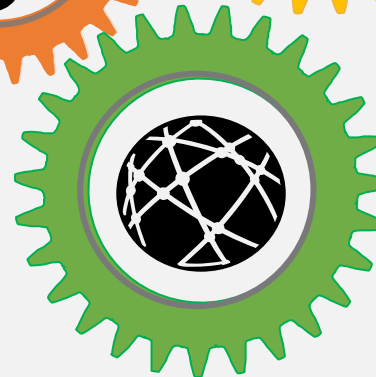


SOLID GOVERNANCE MODEL
(GOVERNANCE)

VALUE CREATING ORGANIZATION
(ORGANIZATION)



PROZESSE



TECHNOLOGY PLATFORM
(ONE SOURCE OF TRUTH)





KUKA CULTURAL VALUES

KUKA VALUES

MAKE TEAM SPIRIT COME ALIVE



BE GREAT AT WHAT YOU DO

DO WHAT YOU LOVE



AIM HIGH

BREAK NEW GROUND



MAKE THINGS HAPPEN





PEOPLE DEVELOPMENT

Globale Job Architektur - Globale
 Transparenz und Vergleichbarkeit

Definierte Karrierepfade & Regeln – 2-2-2

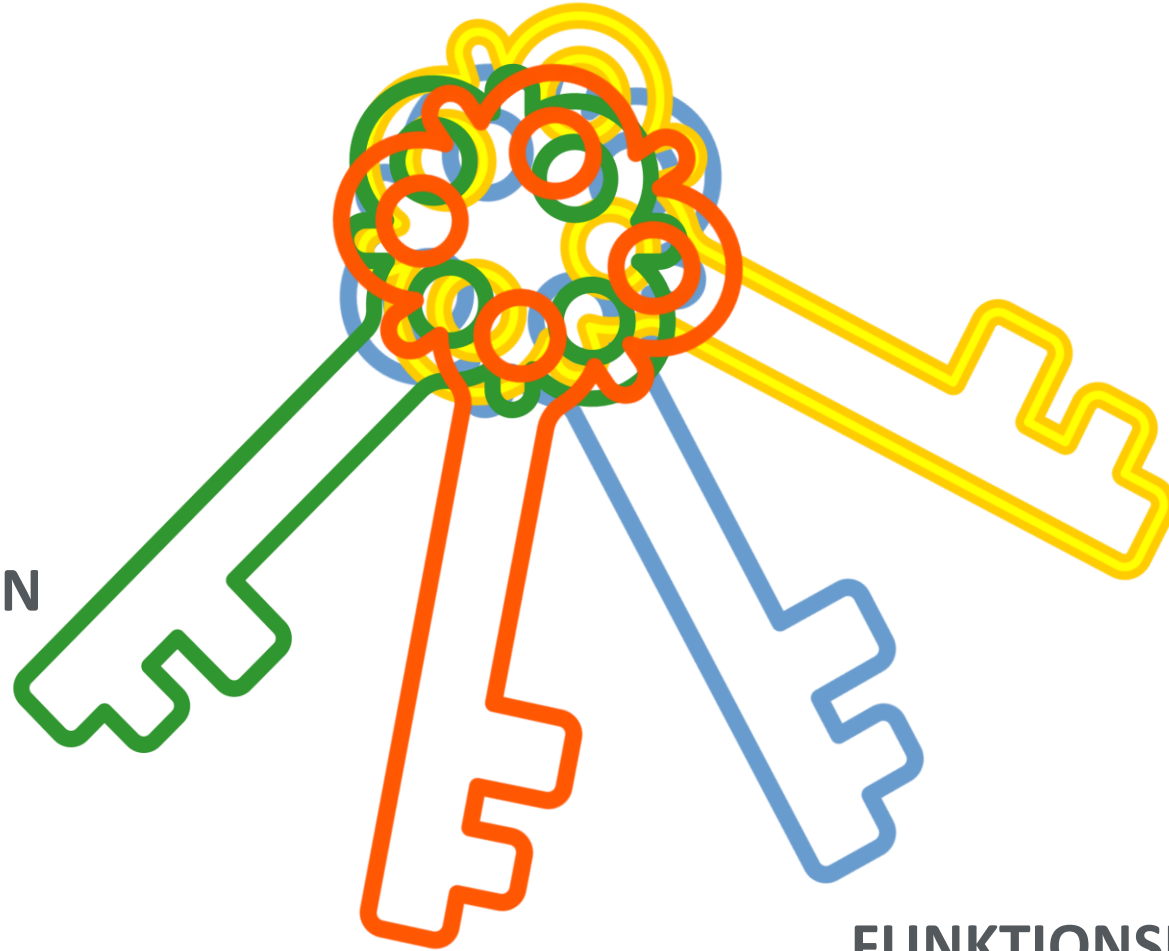
Regelmässige Kalibrierungsmeetings

Regelmässige Talentveranstaltungen &
 Transparentes Jobportal





KOMMUNIKATION



RESSOURCEN,
KONSEQUENZ & RESILIENZ

TEAMARBEIT UND
KULTUR

FUNKTIONSÜBERGREIFENDE
KOOPERATION





ERFOLGSFAKTOREN DER FINANZTRANSFORMATION

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