

AT&S

AT&S
CLEARLINE
simplify your project world

Eine klare Linie von der Strategie bis zur Projektentwicklung mit Hilfe von Planview

Planview Day Frankfurt 14. Juni 2022

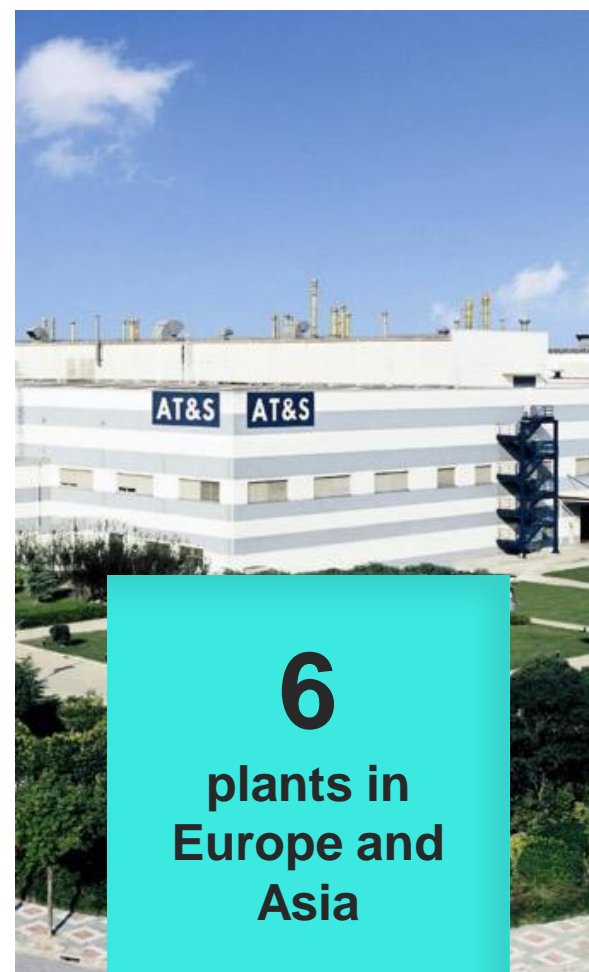
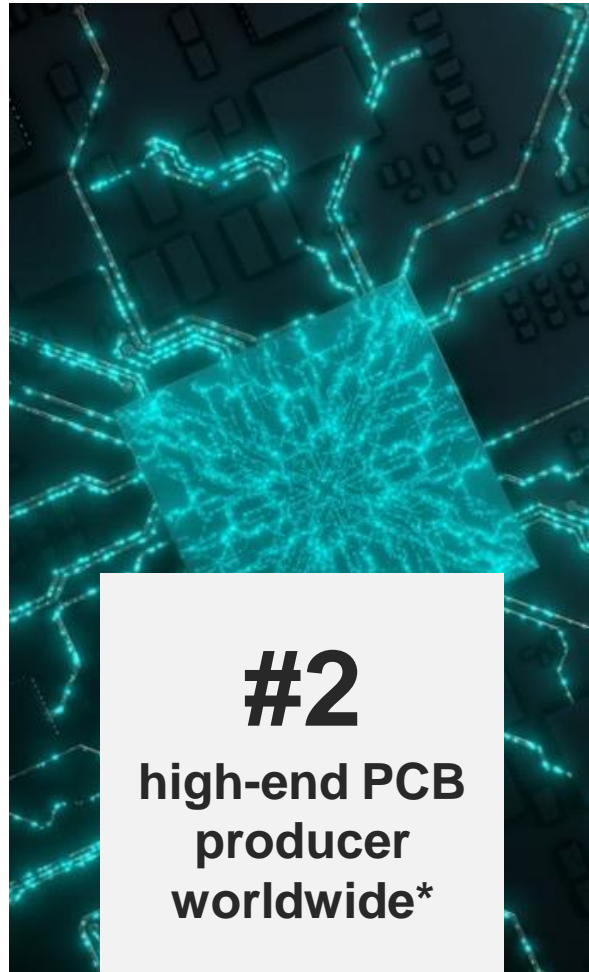
Thomas Dobita | Head of PMO | AT&S AG

A woman and a man are walking through a server room aisle. The woman is holding a laptop and they are both looking at it. The server racks are illuminated with blue light, and the floor has a grid pattern. The background is a long, perspective view of the aisle.

AT&S

ADVANCED TECHNOLOGIES & SOLUTIONS

WORLD LEADING HIGH-TECH PCB & IC SUBSTRATES COMPANY



GLOBAL FOOTPRINT FOR FAST SUPPLY CHAIN & COST EFFICIENCY



Leoben, headquarters
Austria
1,247*

Fehring
Austria
420*

Nanjangud
India
1,349*

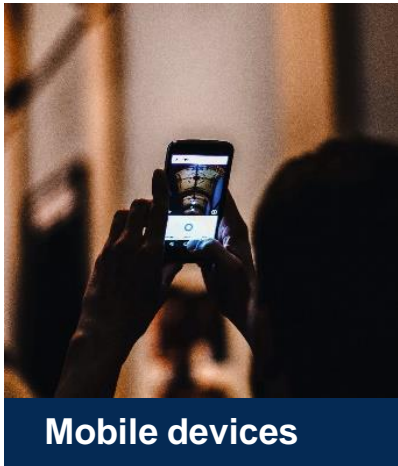
Chongqing
China
5,274*

Shanghai
China
4,330*

Ansan
Korea
300*

Kulim
Malaysia
6,000 by 2024

MARKET SEGMENTS & PRODUCT APPLICATIONS



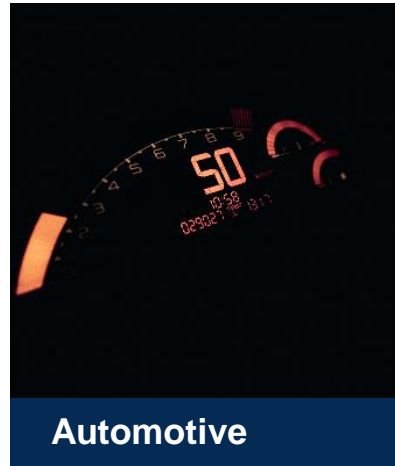
Mobile devices

- Smartphones
- Wearables
- Notebooks & tablets
- Consumer electronics (action cameras and drones)



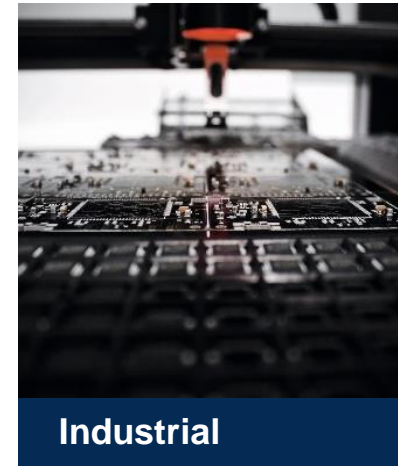
IC substrates

- High-performance computers
- Servers
- Client PCs
- Cloud & Edge computing
- 5G base stations
- Networking & gaming



Automotive

- ADAS computing
- Sensors (radar, lidar, camera)
- Connected vehicles
- V2X
- Infotainment



Industrial

- Smart building, grid, lighting, manufacturing, transportation & retail
- Telecom infrastructure
- Power management
- Robots



Medical

- Diagnostics and imaging systems
- Therapy application (pacemakers, hearing aids, drug delivery ...)
- Patient monitoring

Segment Mobile Devices & Substrates

Segment Automotive, Industrial, Medical

€ 500 MN INVESTMENT IN AUSTRIA AT&S SETS A NEW BENCHMARK IN EUROPE

Main Investments Leoben-Hinterberg 2020-2025

2020 - 2023

- Technology upgrade
- Substrate cores



2021 - 2022

- New office building
- Space for 300 employees



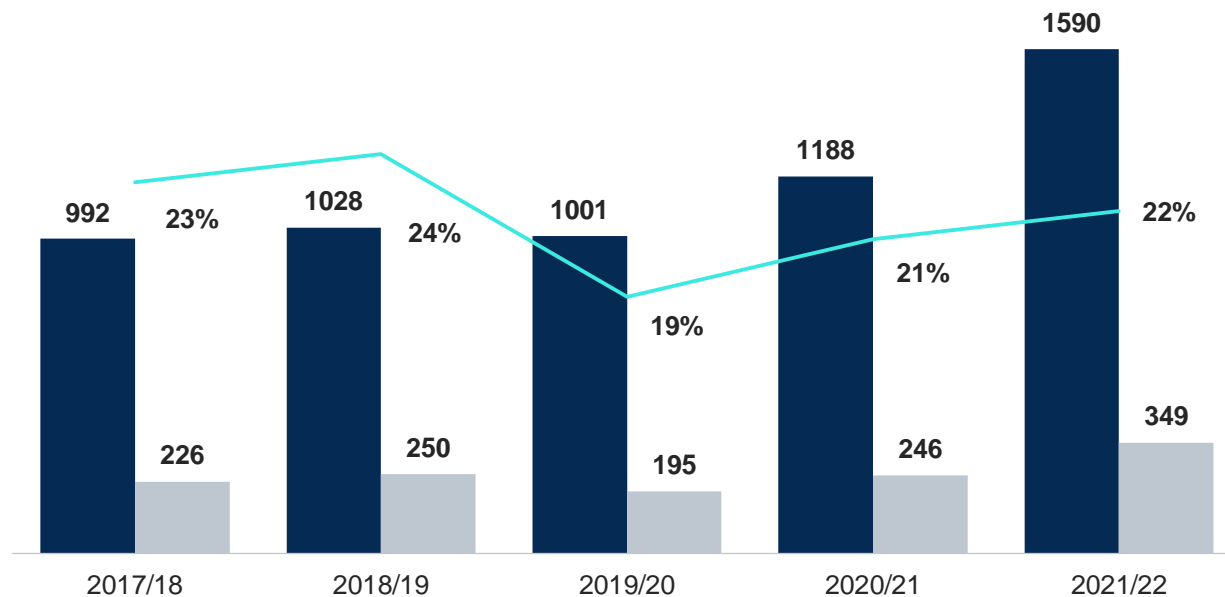
2021 - 2025

- R&D center for substrates
- Capacity for upscaling



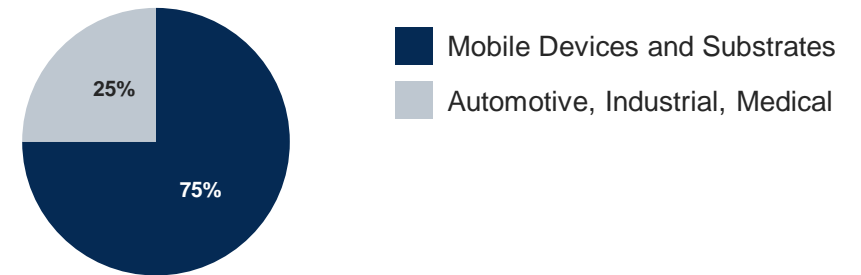
A SUSTAINABLY GROWING COMPANY

In € mn



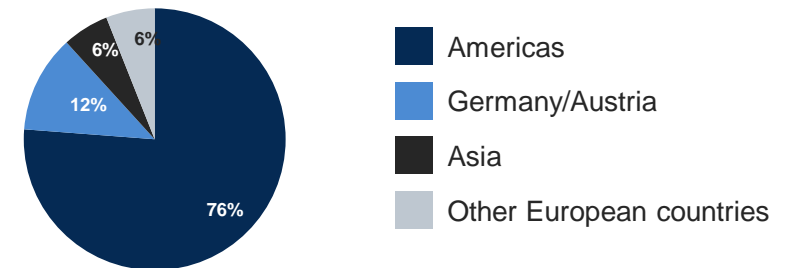
■ Revenue ■ EBITDA — EBITDA margin * Based on ramp-up effects for plants in China

Revenue split by segment: FY 21/22



Revenue split by customer: FY 21/22

Based on customer's headquarters



INTRO



Large-scale transformation demands more than the best strategic and tactical plans.

It requires an understanding of the human side as well — the company's culture, values, people and behaviors that must be changed to deliver the desired results.

Plans themselves never capture value.

Value is realized through the collective **actions of people**, who are responsible for designing, executing, and living the change.

THE CLEARLINE VISION

simplify your project world



CLEARLINE connects all AT&S programs and projects under one global methodic framework. A single source of program- and project information to support the company strategy.



It encourages innovation and (agile) collaboration, enables knowledge exchange and creates transparency.



It facilitates prioritization and visualization of efforts and thus allows balancing these efforts with available resources.

It draws a “Clear Line” from Strategy to Project Delivery

The logo for AT&S, consisting of the letters 'AT&S' in white, bold, sans-serif font, centered within a dark blue square.

AT&S

The main title of the presentation, 'PROJECT MANAGEMENT AT AT&S', is written in large, bold, black, sans-serif font. Below it, the subtitle 'YESTERDAY TODAY AND TOMORROW' is written in a smaller, bold, black, sans-serif font. Both lines of text are underlined with a thick, light blue horizontal bar. The background features a network diagram with light blue lines and nodes, and a vertical teal bar on the right side.

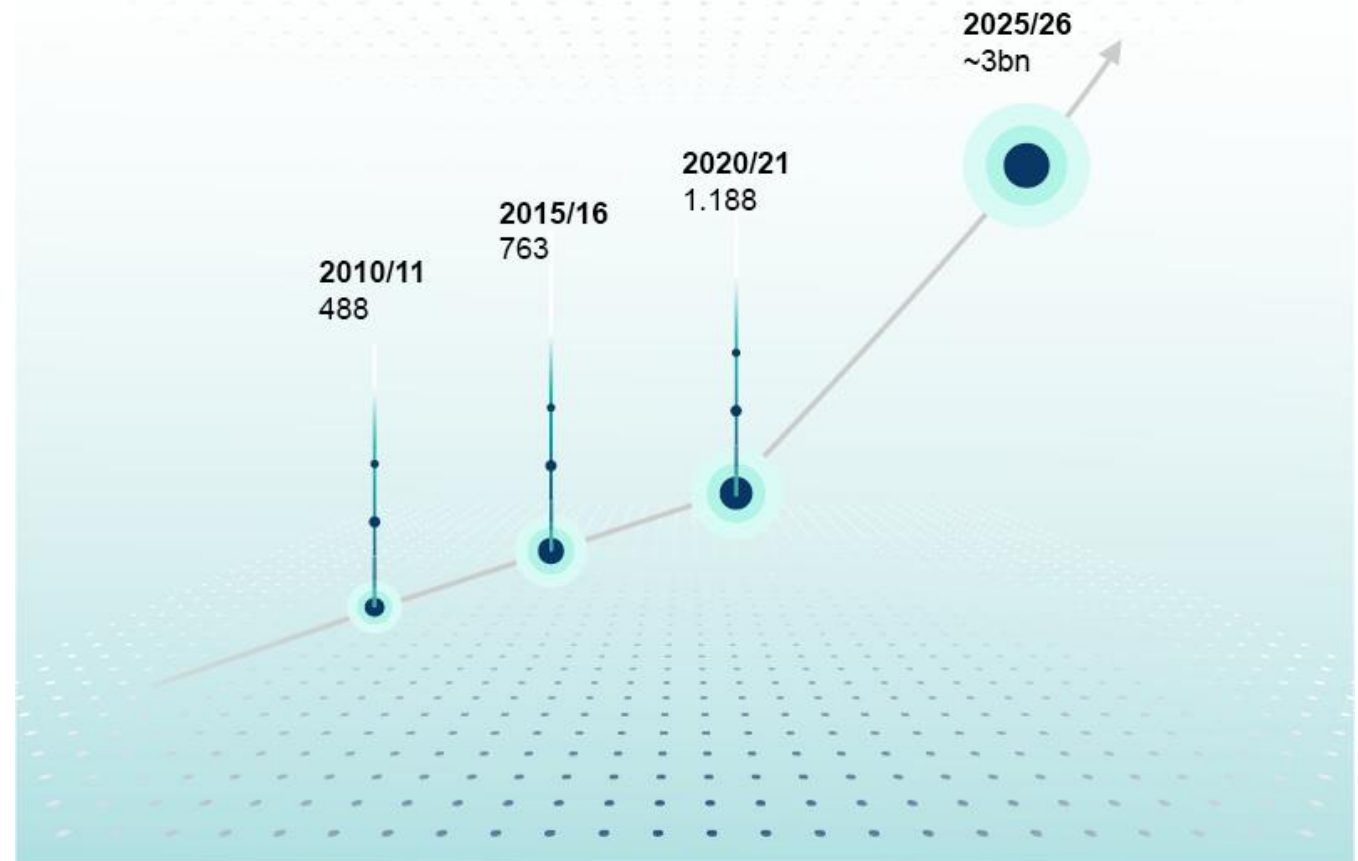
PROJECT MANAGEMENT AT AT&S
YESTERDAY TODAY AND TOMORROW

WHY IS THERE A NEED FOR CHANGE?

Indications of needs for action

- Limited transparency and missing coordination of initiatives lead to and overload
- Going significantly beyond capacity, the program pipeline will clog and programs get stuck
- Intransparent workloads of project teams drive risk of declining employee satisfaction
- Market and product strategies are unachievable due to pipeline constraints
- PM process not scalable

Massive Revenue Growth 2010-2026



THE JOURNEY TOWARDS SCALABILITY

Yesterday

- limited awareness of procedures
- Inefficient cross department cooperation
- Fragmentation of processes
- Poor transparency

Today

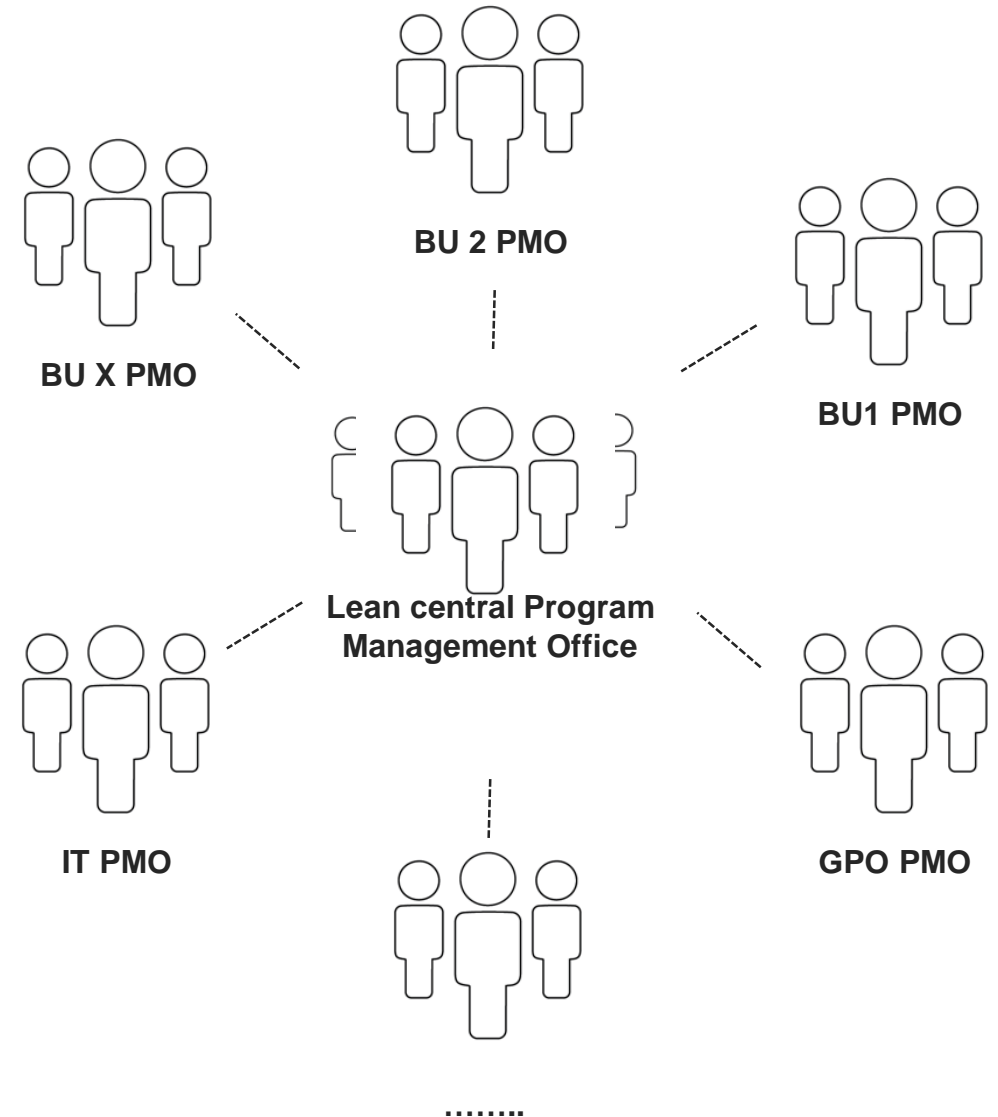
- 270+ Program- and Project Managers trained / onboarded
- Global PM framework defined – handbook available
- Program management process defined
- Portfolio overviews available
- Toolbox established for planning and reporting

Tomorrow

- Portfolio management processes **active** on various levels of the organization
- Transparency and status **actively used** for prioritization / decision making
- Toolbox utilized for planning, reporting and **team collaboration**
- PM processes **fully scalable**

TEAM SETTING ROADMAP

A network of diverse change agents deeply embedded in the organization



THE PURPOSE OF PROGRAM PORTFOLIO MANAGEMENT

Implement strategy with head and hands, supported by heart

THE „WHY“

It enables us to manage our program portfolio in **alignment** with our **strategic objectives**, delivering **transparency** and **synchronization**.

THE „WHAT“

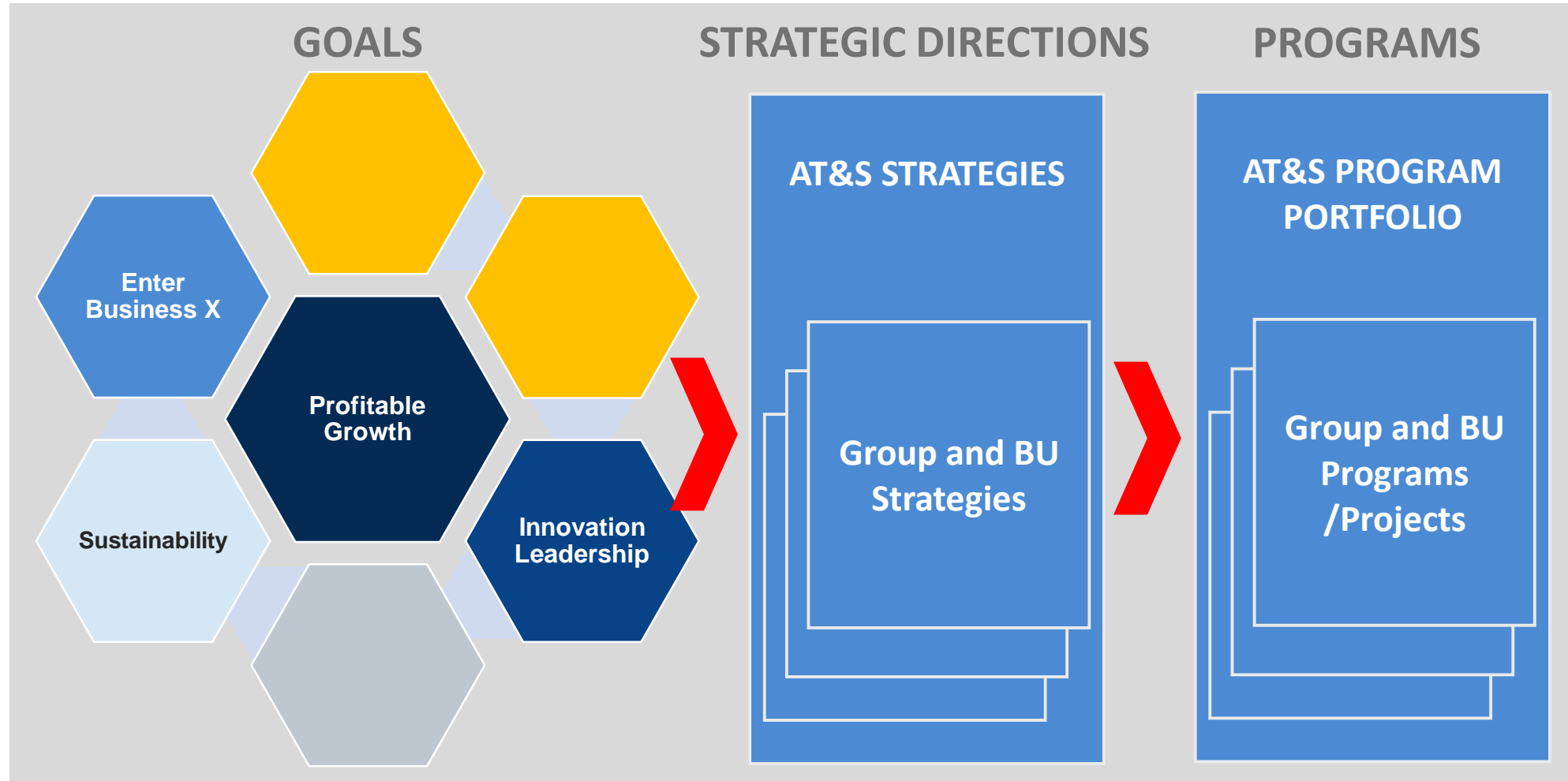
It will create the **foundation** for a **sustainable** program and project management **culture** beneficial for all of us.

THE „HOW“

We will benefit from a **continuous assessment** of the **portfolio**, based on up-to-date status information.

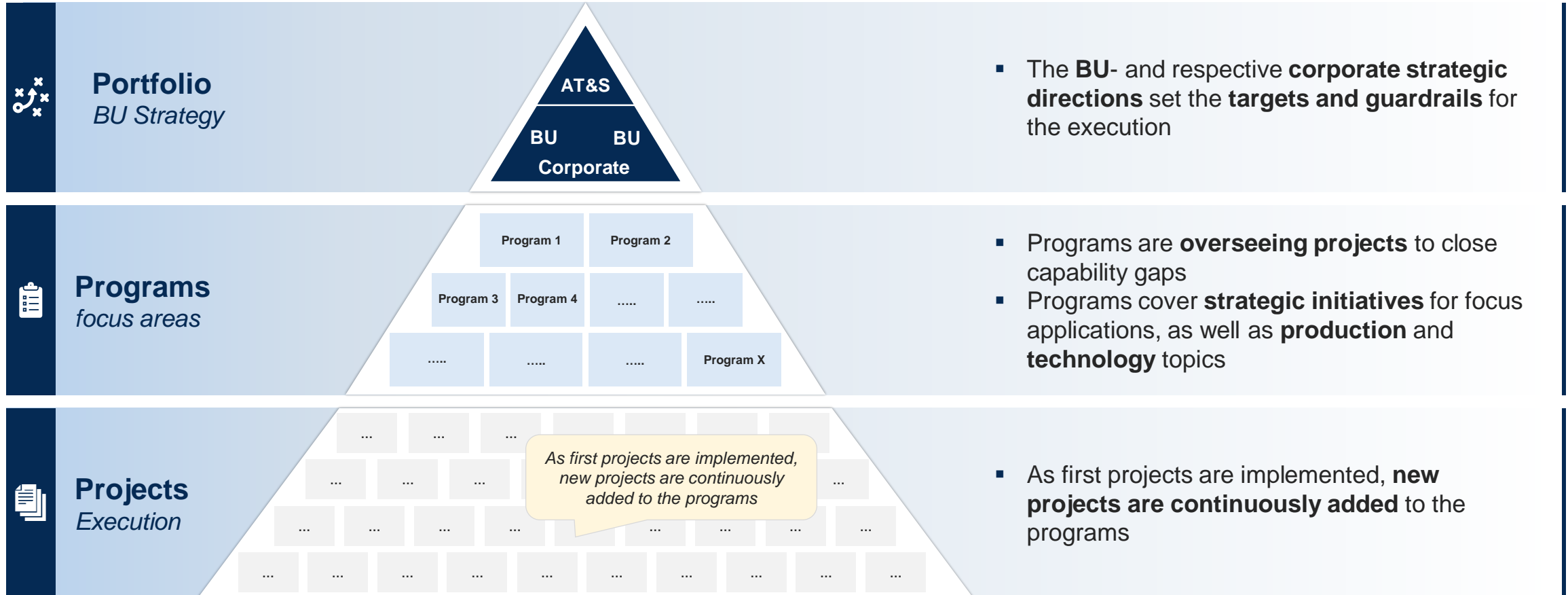


THE AT&S PROGRAM PORTFOLIO – HOW DOES IT EVOLVE?

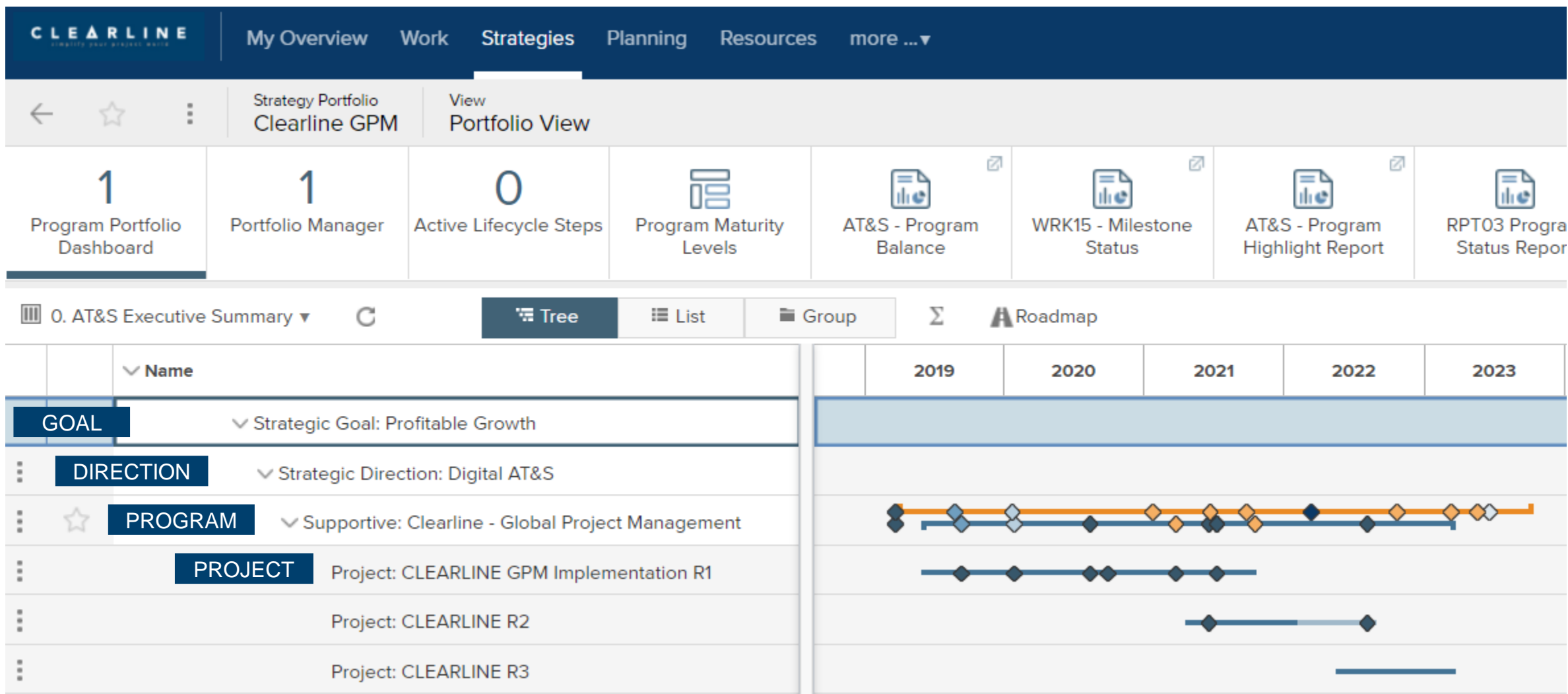


HOW CAN WE BUILD AN EXECUTION PORTFOLIO?

Top down approach



WHAT IS THE STRATEGY BREAKDOWN STRUCTURE?

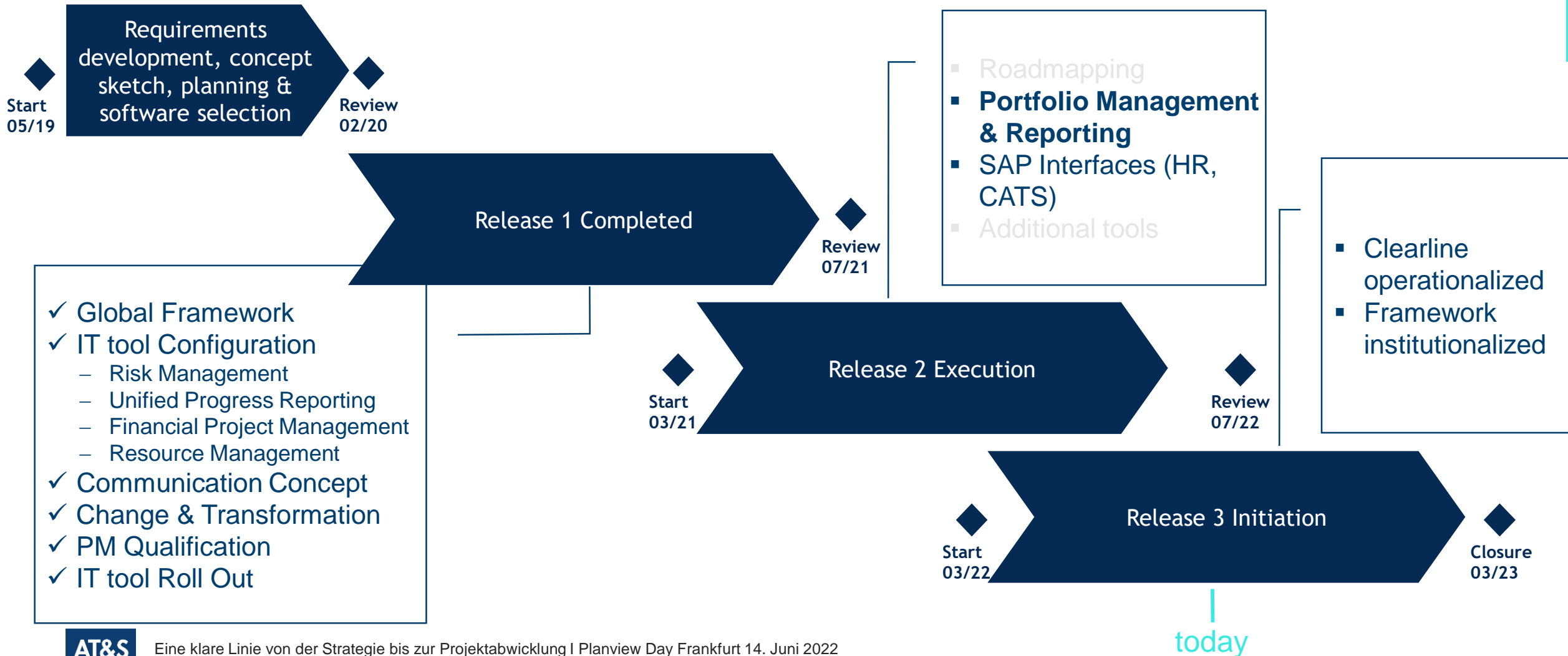


HOW DO WE AGREE ON THE PORTFOLIO?


Steering through alignment , prioritization and synchronization in **Quarterly Business Reviews** and half-yearly **Leadership Meetings**



WHEN DID IT START AND WHERE ARE WE NOW?



WHAT IS CLEARLINE? FACTS & FIGURES

<p>Software Planview® (US) Market leader in Enterprise Portfolio Management Cloud-based solution</p>	<p>Trainings 2 Trainings per month (7 hours for Project Mgr, 2 hrs for Program Mgr) 30+ trainings conducted 300+ training hours conducted</p>	<p>Users 270+ users across 40+ different departments Full implementation targeting 600 users</p>
<p>Content 300+ running projects 60 programs</p>	<p>Usage across all locations</p>  <p>Malaysia, Europe, China, India, Korea, US</p>	<p>Software toolchain Planview Enterprise 1 oversight, scheduling, resources Planview Projectplace collaboration Planview Leankit Agile delivery</p>



AT&S IMPLEMENTATION SCREENSHOTS

PORTFOLIO OVERVIEW FOR LEADERSHIP TEAM

CLEARLINE | My Overview | Work | Strategies | Planning | Resources | more ... | + New | Search...

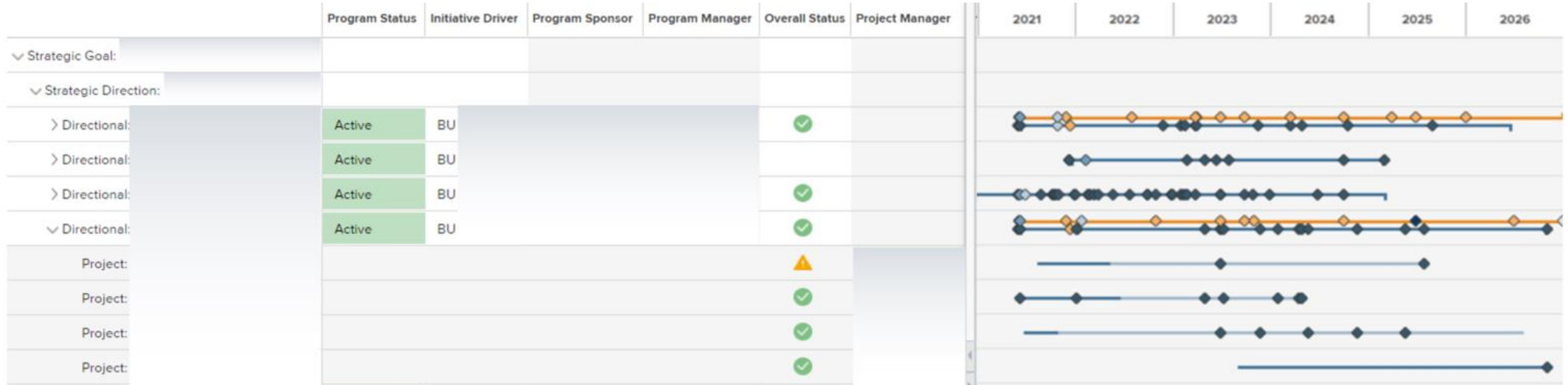
Strategy Portfolio | Program Overview for Leadership Team | View: Portfolio View | Version: Actual/Forecast (fore)

58 Program Portfolio Dashb... | 58 Portfolio Manager | 4 Active Lifecycle Steps | Program Maturity Levels | AT&S - Program Balance | WRK15 - Milestone Status | AT&S - Program Highlight R... | RPT03 Program Status Rep... | more ...

Q. AT&S Executive Summary | Tree | List Program | Group | Roadmap | Enter text to filter grid

Name	Program Status	Initiative Driver	Maturity Level ↓	Reporting Period	Program Sponsor	Program Manager	Overall Status	Resourcing	Schedule	Cost	Target Finish	Program Description
...	Active	BU	1. Ideation	Q4 FY 21/22			✓	✓	✓	✓	2024-09-01	
...	Requested	Corporate	1. Ideation									
...	On Hold	Corporate	2. Definition	Q4 FY 21/22			⚠	⚠	⚠		2025-03-31	
...	On Hold	Corporate	2. Definition	Q3 FY 21/22			⚠	⚠	⚠	✓	2024-12-20	
...	Active	Corporate	2. Definition	Q2 FY 21/22			✓				2024-03-31	
...	On Hold	Corporate	2. Definition	Q3 FY 21/22			✓	✓	✓	✓	2023-03-31	
...	Active	Corporate	3. Planning	Q3 FY 21/22			⚠	✓	⚠		2024-03-25	
...	On Hold	Corporate	3. Planning	Q3 FY 21/22			⚠				2023-03-31	
...	Cancelled	BU	3. Planning	Q4 FY 21/22			⚠	⚠	⚠	✓	2023-03-31	
...	Active	BU	3. Planning	Q1 FY 22/23			⚠	✓	✓	⚠	2026-03-31	
...	Active	BU	3. Planning	Q1 FY 22/23			✓	✓	✓	✓	2026-03-31	
...	Active	BU	3. Planning	Q1 FY 22/23			✓	✓	✓	✓	2025-12-31	
...	Active	BU	3. Planning									
...	Active	Corporate	3. Planning	Q4 FY 21/22			✓	⚠	✓	✓	2027-12-31	
...	Active	Corporate	3. Planning	Q4 FY 21/22			⚠	⚠	✓	✓	2024-03-29	
...	Active	BU	4. Execution	Q3 FY 21/22			⚠	⚠	⚠	⚠	2022-03-31	
...	Active	BU	4. Execution	Q1 FY 22/23			⚠	⚠	⚠	✓	2026-03-31	
...	Active	Corporate	4. Execution	Q3 FY 21/22			✓	✓	✓	✓		
...	Active	BU	4. Execution	Q2 FY 21/22			✓	✓	⚠	✓	2023-03-31	
...	Active	BU	4. Execution	Q4 FY 21/22			⚠	✓	⚠	✓	2022-12-30	
...	Active	BU	4. Execution	Q1 FY 22/23			⚠	⚠	⚠	✓	2026-03-31	
...	Active	BU	4. Execution	Q3 FY 21/22			✓	✓	✓	✓		

DRILL DOWN FROM STRATEGIC GOAL TO PROJECT



HOW DO WE MANAGE THE INDIVIDUAL PROJECTS?

scope / schedule / cost - all in one place

The dashboard provides a comprehensive view of the project. It includes sections for:

- GLOBAL Project Information:** Project Name (CLEARLINE GPM Implementation R1), Project ID (1000083), Project Type (Generic Process (GPMP)), Project Phase (Execution), and Strictly Confidential status (No).
- General Project Information:** Project Sponsor and Customer (Internal).
- Project Categorization Information & Governance Level:** Organizational Impact (Very high).
- Lifecycle Role Responsibilities:** Project Manager (Thomas Dobits), Controlling, and Key User.
- Project Description Information:** Project Description and Project Goals.
- Links to other sources:** Sharepoint Link and five additional links.
- Financial Planning Detail:** A table showing account lines, currency (EUR), and measures for 2019, 2020, 2021, and Total.
- Gantt Chart:** A visual representation of the project schedule from Q4 2019 to Q2 2021, showing progress bars for various tasks and releases.

Description	Measures	Line Notes	2019	2020	2021	Total
Project: CLEARLINE GPM Implementation R1	EUR					
Account: Benefits	EUR					
Account: Investments	EUR					
Others incl. IT	EUR	Planview Licenses				
Account: Expense Costs	EUR					
Other expense	EUR	Planview Set up Fee				
Third Party Costs	EUR	Planview Consulting				
Travel Costs	EUR					
Account: Resources	EUR					

BENEFITS OF A UNIFIED APPROACH

- For Project Managers
 - All dimensions of success for project management in one tool – scope, schedule, cost
 - Enables unified progress reporting
 - Clear plans (scope, schedule and cost) as basis for agreement with the sponsor (baselining)
 - Platform for virtual team collaboration
 - Better visibility on resource situation (as a project leader I can see if my colleagues are already booked)
- For Program Managers
 - Makes dependencies between projects and programs visible
 - Best practices and project management methodologies are shared
 - Proactive approach by using data of past projects

KEY LEARNINGS

!Communication – Communication – Communication!

- Work on a communication plan from the beginning
- Get enough “air time” at the board of management and the leadership team
- Make it mandatory at a certain point in time
- Plan enough time for user adoption – until sitting it out is no longer possible

My message to Planview

Good to see the improvements on the user interface of Enterprise 1!

Please continue!

THANK YOU FOR YOUR ATTENTION

Q&A



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