



DIGITAL TRANSFORMATION @ SAIPEM AN ACHIEVABLE CHALLENGE!

ADVATERA, Digital Leadership Forum 2021

Digital@Saipem in 2019...



Large but scattered initiatives portfolio



Few initiatives implemented @scale - above PoC phase



Cost-driven approach applied for initiatives estimation



Limited orchestration impacting time to scale

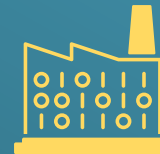


Few resources fully dedicated to digital transformation

...with a strong ambition



Define a clear 3-5 years Digital Roadmap

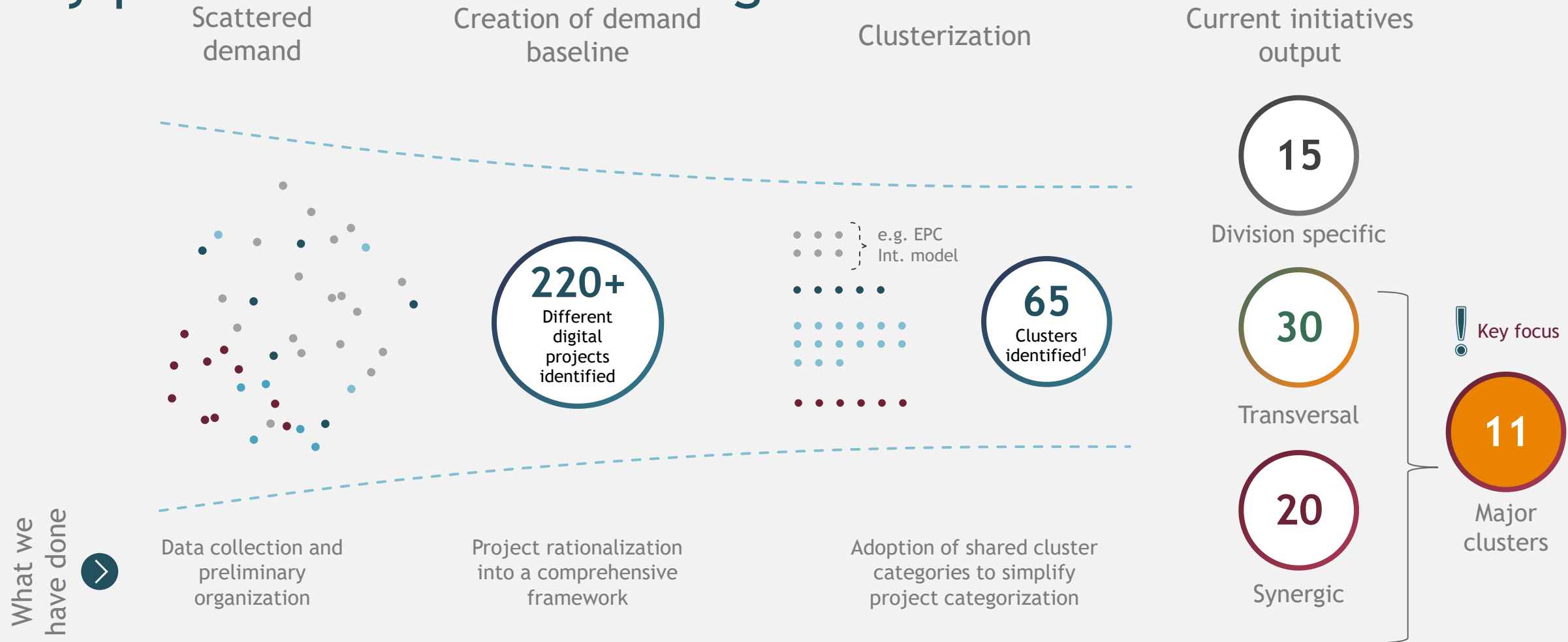


Identify key technologies to leverage in the future



Speed-up the cultural change

Clusterization effort on digital demand has highlighted key priorities to build our agenda

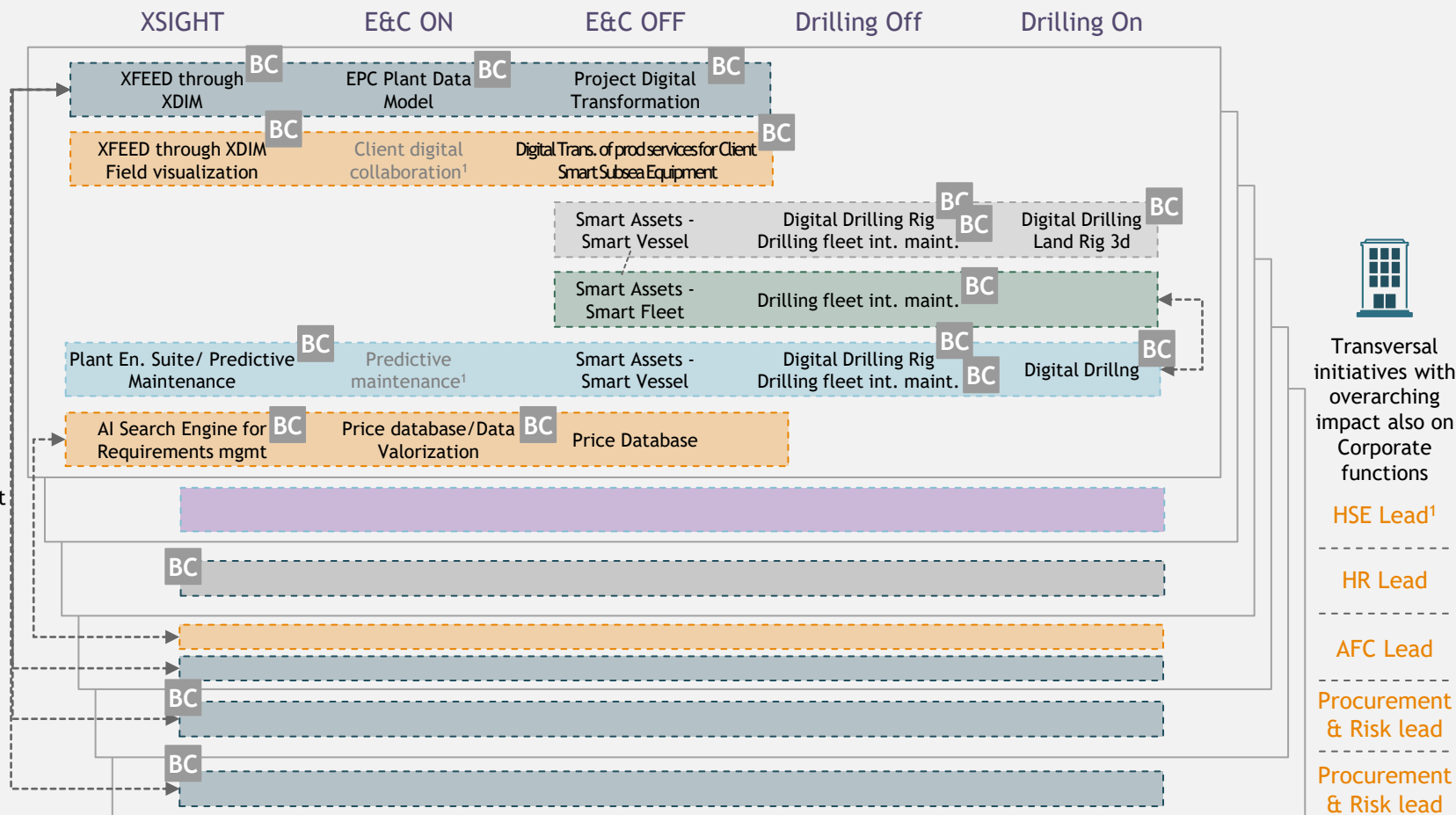


Mapped 220+ initiatives, in 11 high-priority macro-cluster

BC Analyzed with ad-hoc business case

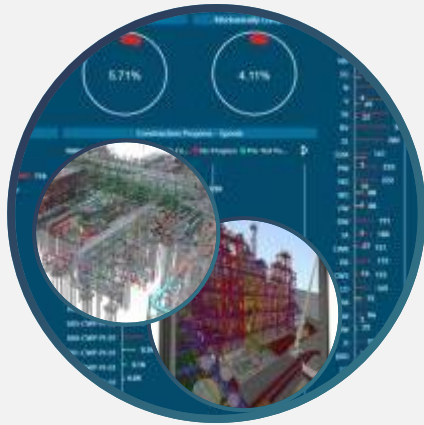
11 synergic/transversal macro-clusters

Synergic	1	EPC integration model	➤	EPC digital model and tools integration across EPC phases
	2	Client digital collaboration	➤	Development of digital tool for client differentiation & prod. enhancement
	3	Digital Operations & Asset Mgmt	➤	Drilling operations/asset management digitalization
	4	Digital Fleet	➤	Fleet management digitalization
	5	Predictive Maintenance	➤	Development of tools/analytics to reduce downtime losses
	6	Data Valorization	➤	Increase value generated from integrated data analytic systems
Transversal	7	HSE	➤	HSE standards improvement through best practice and methods digitalization
	8	HR digital transformation	➤	HR tools and processes digitalization
	9	Saipem Runs Digital	➤	Analytics system migration to SAP Hana technology
	10	SAP Ariba	➤	Procurement process integration on new technology platform
	11	Strategic Asset Procurement Plan	➤	New Procurement process/planning for key Assets purchase



In 2020 launched high-priority clusters

Focus of next slides



E&C On E&C Off XSIGHT

EPC Integration Model

Integrate and simplify existing EPC digital tools, increase supply chain visibility and enable advanced construction feasibility analysis



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Client Digital Collaboration

Generate Life of field revenues from handover & update of usable Smart 3D model for client asset integrity activities, process & operations productivity tools, predictive maint. and Digital Safety solutions



DRON DROFF E&C Off XSIGHT

Digital Assets

Development of Integrated User interface to manage Saipem assets (including Performance Monitoring, Predictive Maintenance & HSE features) improving asset availability, reducing downtime and increasing safety

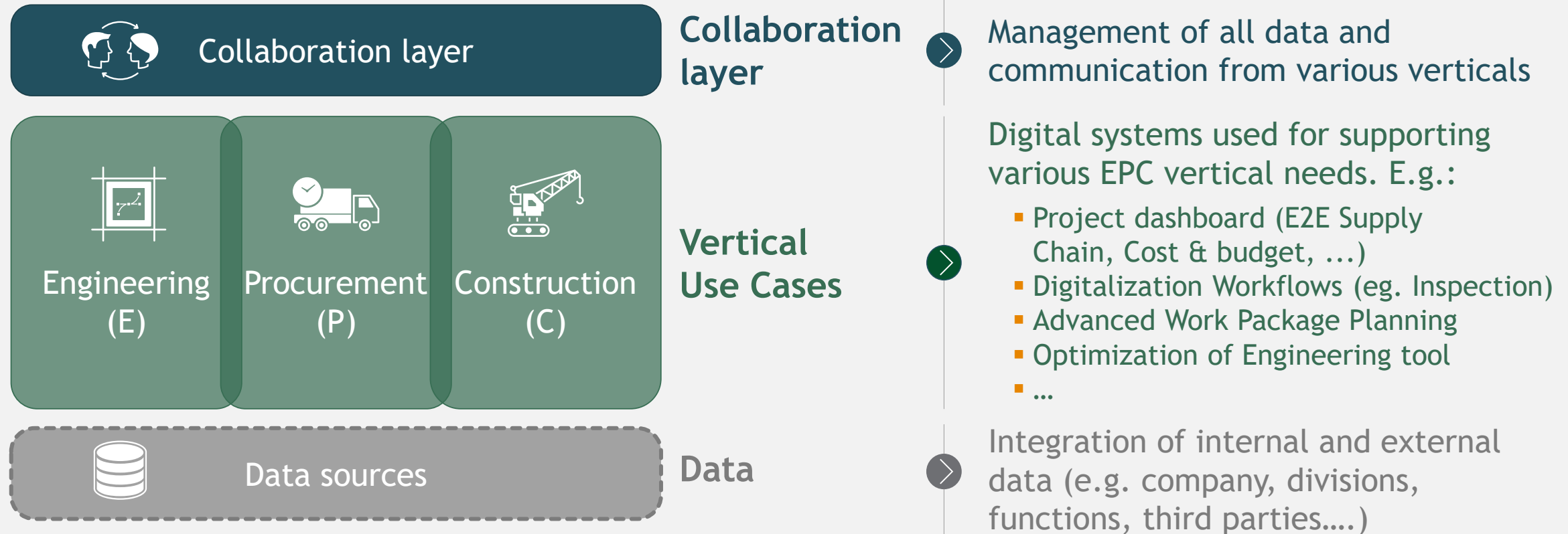


HSE HR Proc. AFC

Corporate Digital Transformation

Including digitalization of HR processes, improvements in HSE standards and optimization of Procurement efficiency through a Strategic Asset Procurement Plan

EPC Integration Model is based on 3 key components

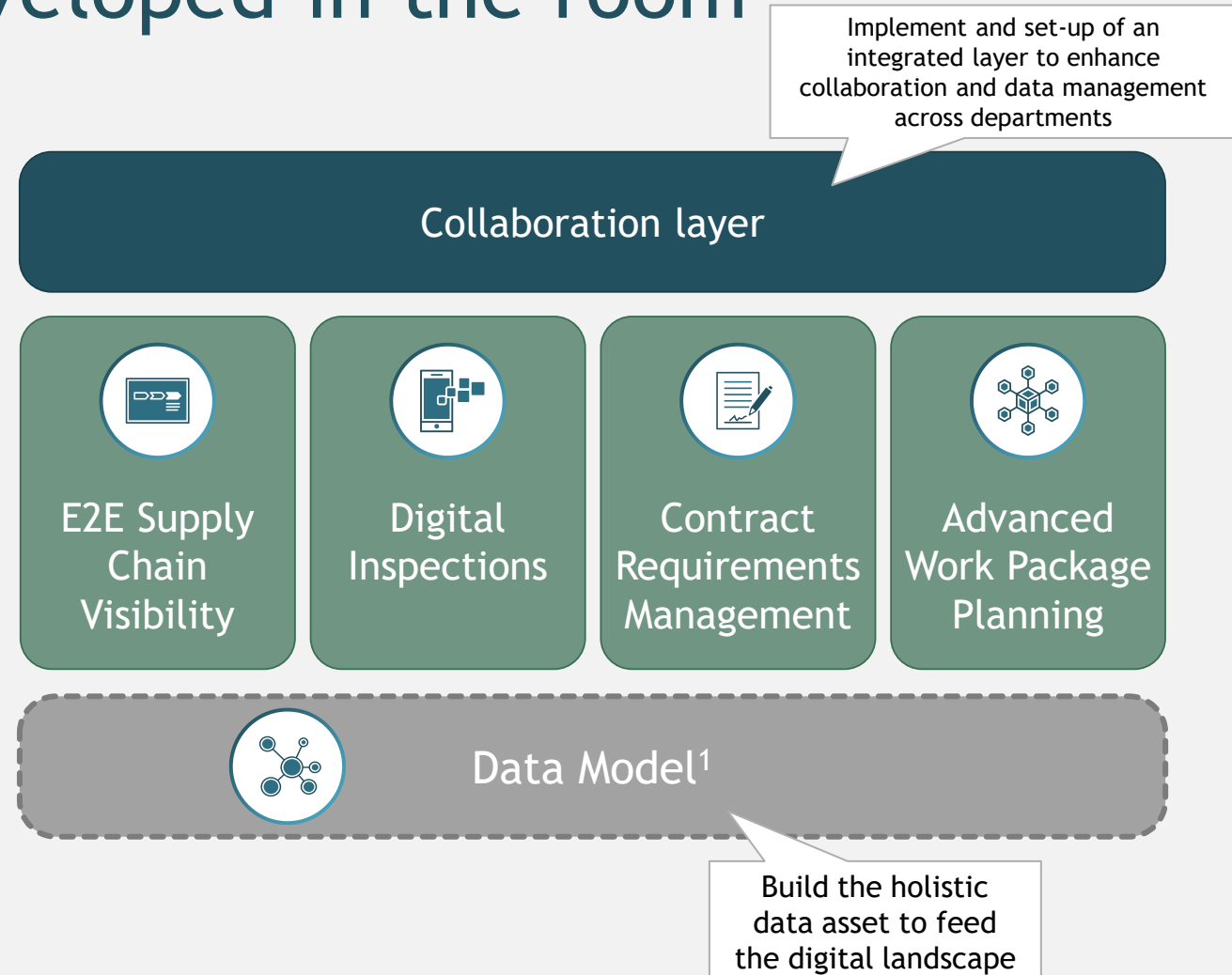


The journey started with the definition of the key concepts to be further developed in the room

- Identified long-list of potential use cases in Design Thinking Workshop, with >40 participants across divisions

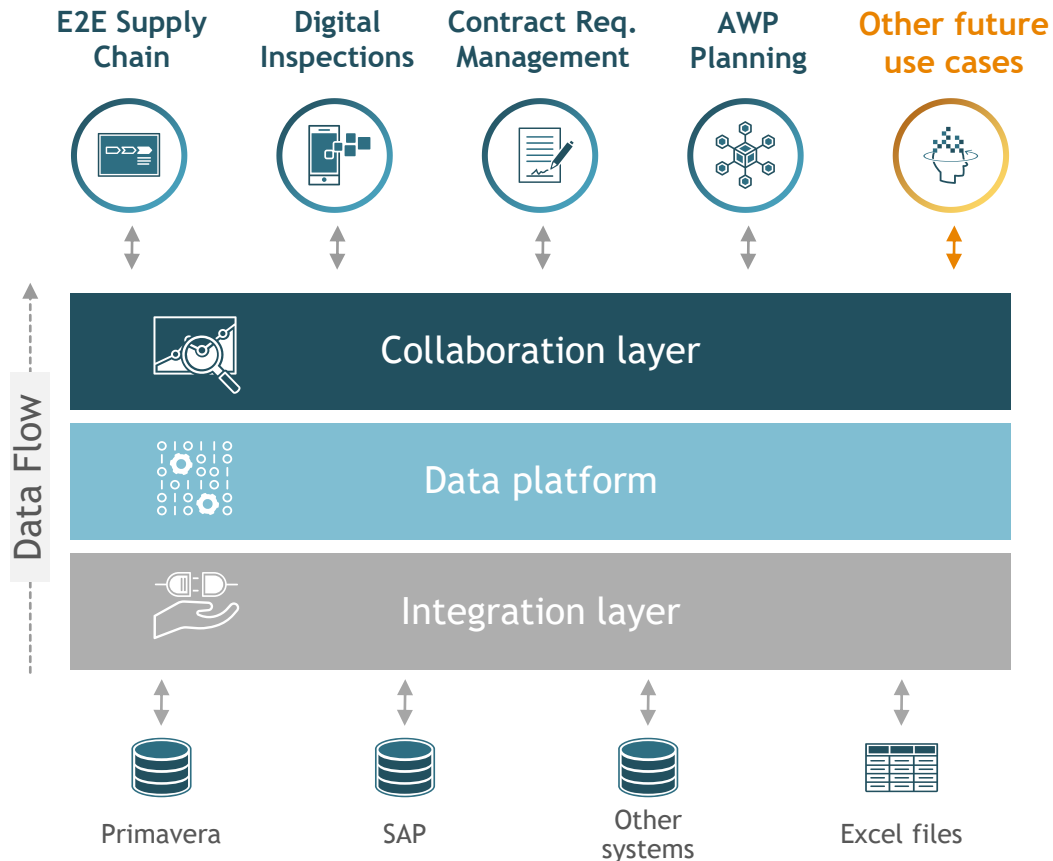


- Selected Agile Room focus use cases based on development roadmaps

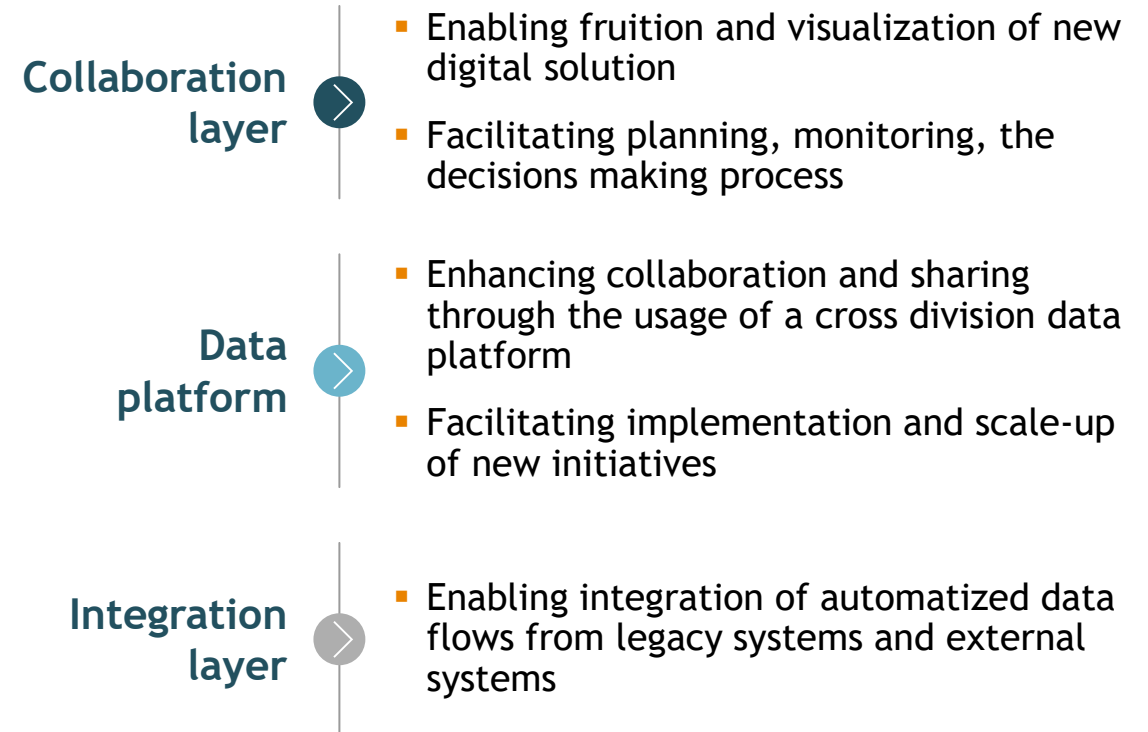


Introduced data and collaboration layers to implement and scale-up business use cases

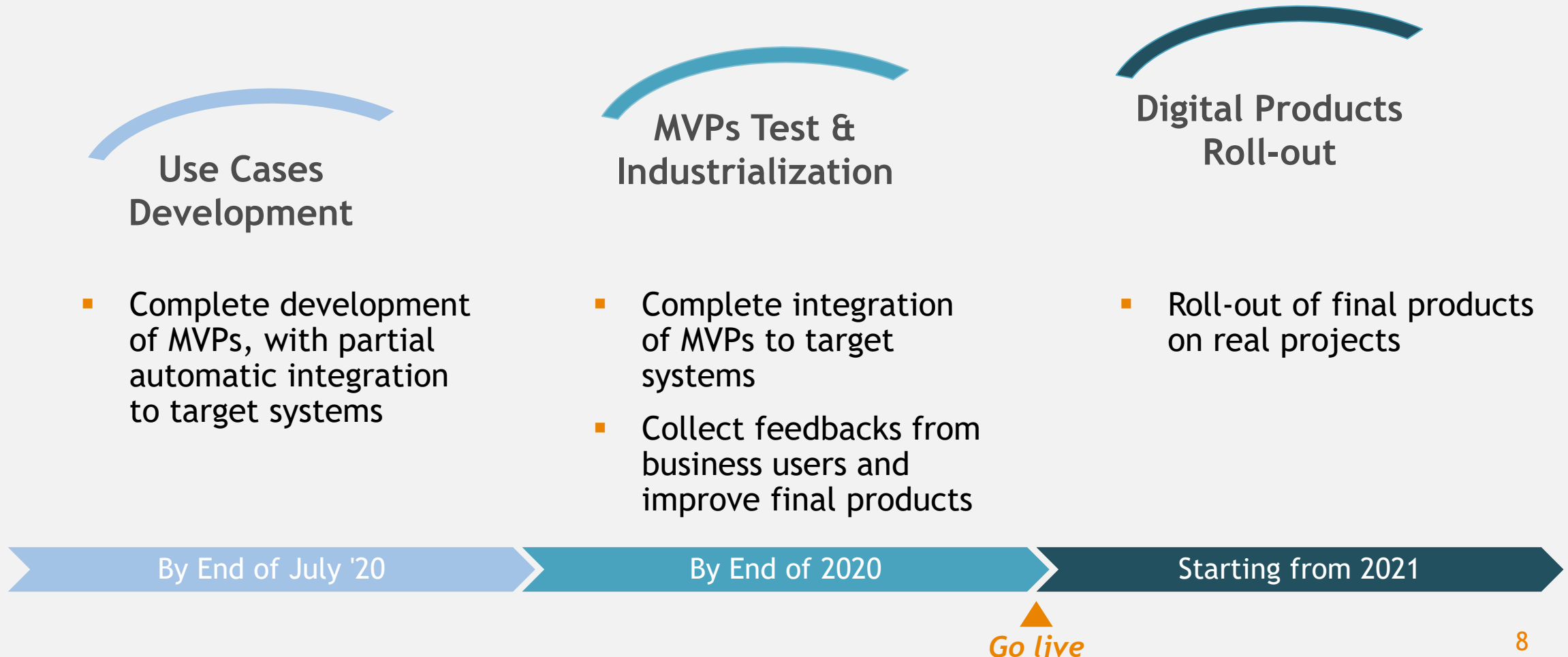
Defined 3 building blocks to integrate data and enable collaboration ...



... that lead to business and technological competitive advantages



MVPs test completed by end of 2020 and started solutions roll-out on real projects in 2021



Identified 4 areas of development in Wave II, in continuity with Wave I

From Wave I experience ...

... identified Wave II working areas



E2E Supply Chain
Visibility



Digital
Inspection



Contract Requirement
Management



Advanced Work
Package Planning



Vendor Data &
Documents Mgmt



Digital
Expediting



Change Request
Management



Advanced Work
Package Planning¹

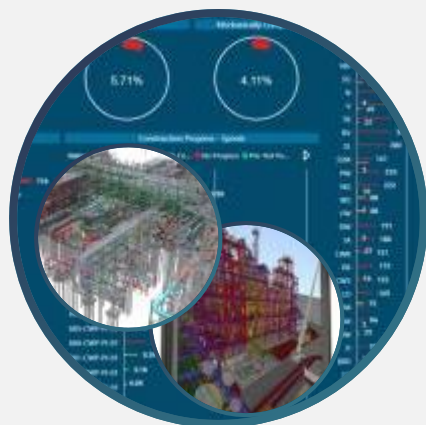
Realization of single point of access for data and documents exchange with Vendor to enhance information management

Digitization of the expediting process
Increase remote surveillance to reduce risk of disruption in construction

Enhance Change Request Management process leveraging Contract Requirements management digitalized process

Integration with materials, quantities and documents management systems to enable efficient integrated planning

In 2020 launched high-priority clusters



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Digital Assets cluster is based on 3 key elements



Integrated front-end

Realize *single point of entry* for data visualization accross division, including Drilling Performance, Asset Integrity and HSE



Analytics Solutions

Develop and integrate analytics leveraging massive data from field and operations, to optimize performances and processes



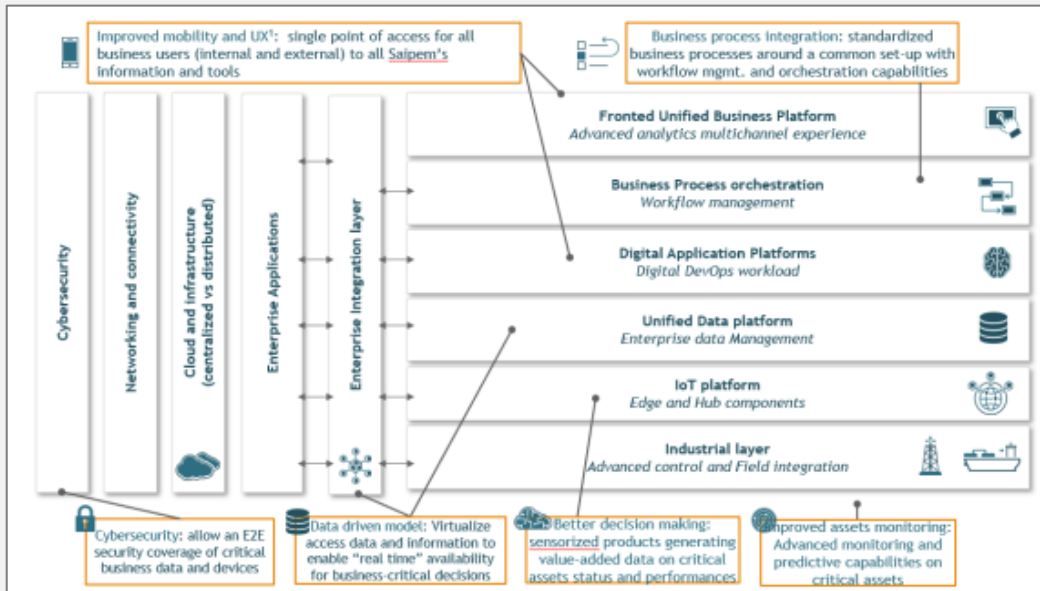
IOT Data Platfom

Integrate data from field and generate *single source of truth* of all Saipem data, to unlock visualization and analytics opportunities

Focus of next slides

Developed IOT Data Platform ...

... Enabling 6 main business benefits



High level IOT Platform architecture



Strong data security



Data driven model



Improved assets monitoring



Better decision making processes



Business process integration



Improved Mobility and UX¹

1. UX: user experience

An IoT and Data Platform can enable Saipem to achieve 6 business benefits



Strong data security



Secure business critical information from internal (e.g., data breach) and external attacks (e.g., cyber attacks)



Data driven model



Create a Single Source of Truth to unlock the path leading to a data driven IT architecture and company



Improved assets monitoring



Improve monitoring and preventive initiatives on critical assets to achieve significant business saving



Better decision making processes



Enhance business critical decisions and predictions with advanced analytics and machine learning algorithms



Business process integration



Introduce workflow mgmt and orchestration capabilities to modify in real-time business processes as required by new requirements

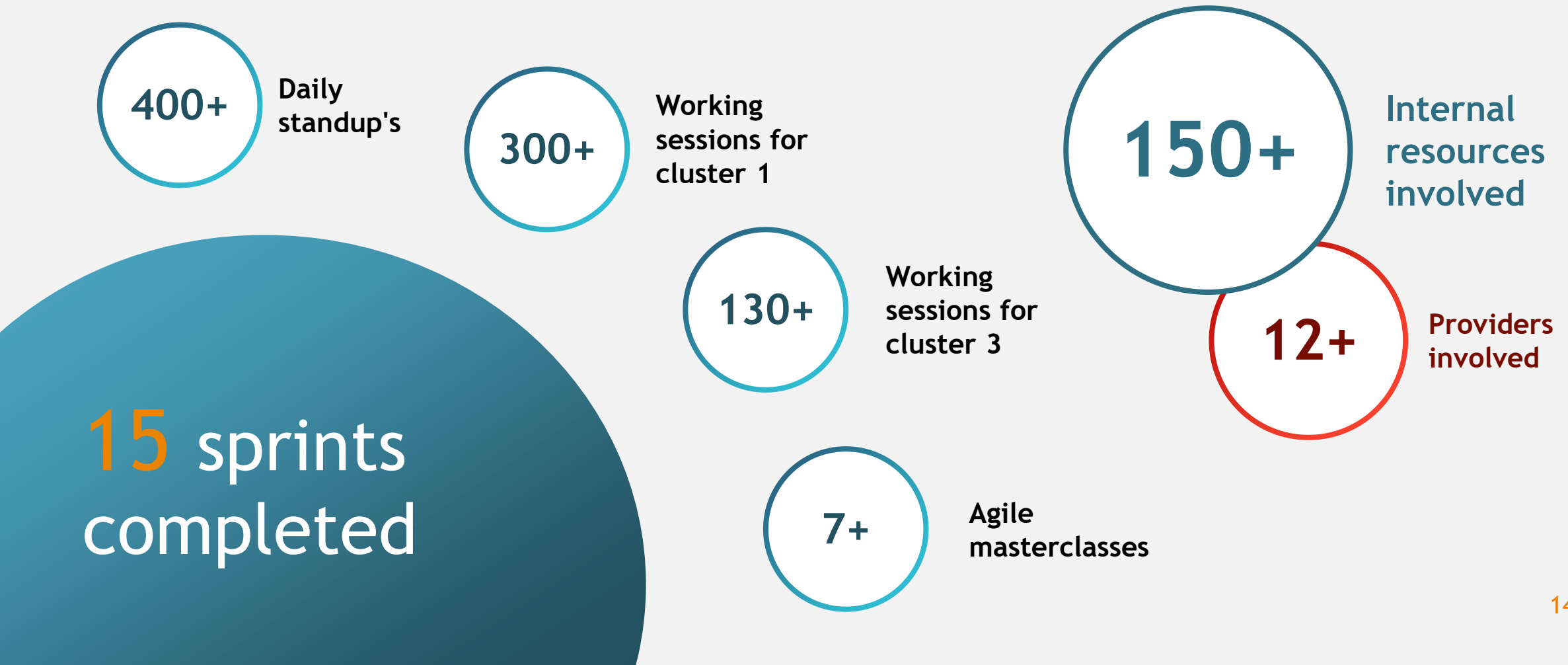


Improved Mobility and UX¹



Provide business users with mobile and responsive IT solutions to sustain a non-stop business service

Leveraged remote agile to face a challenging transformation achieving results in a short time, despite Covid emergency





SAIPEM