



MASTERINGSAP  
**Collaborate**

8 – 9 MAY 2025

PARKROYAL ON BEACH ROAD | SINGAPORE

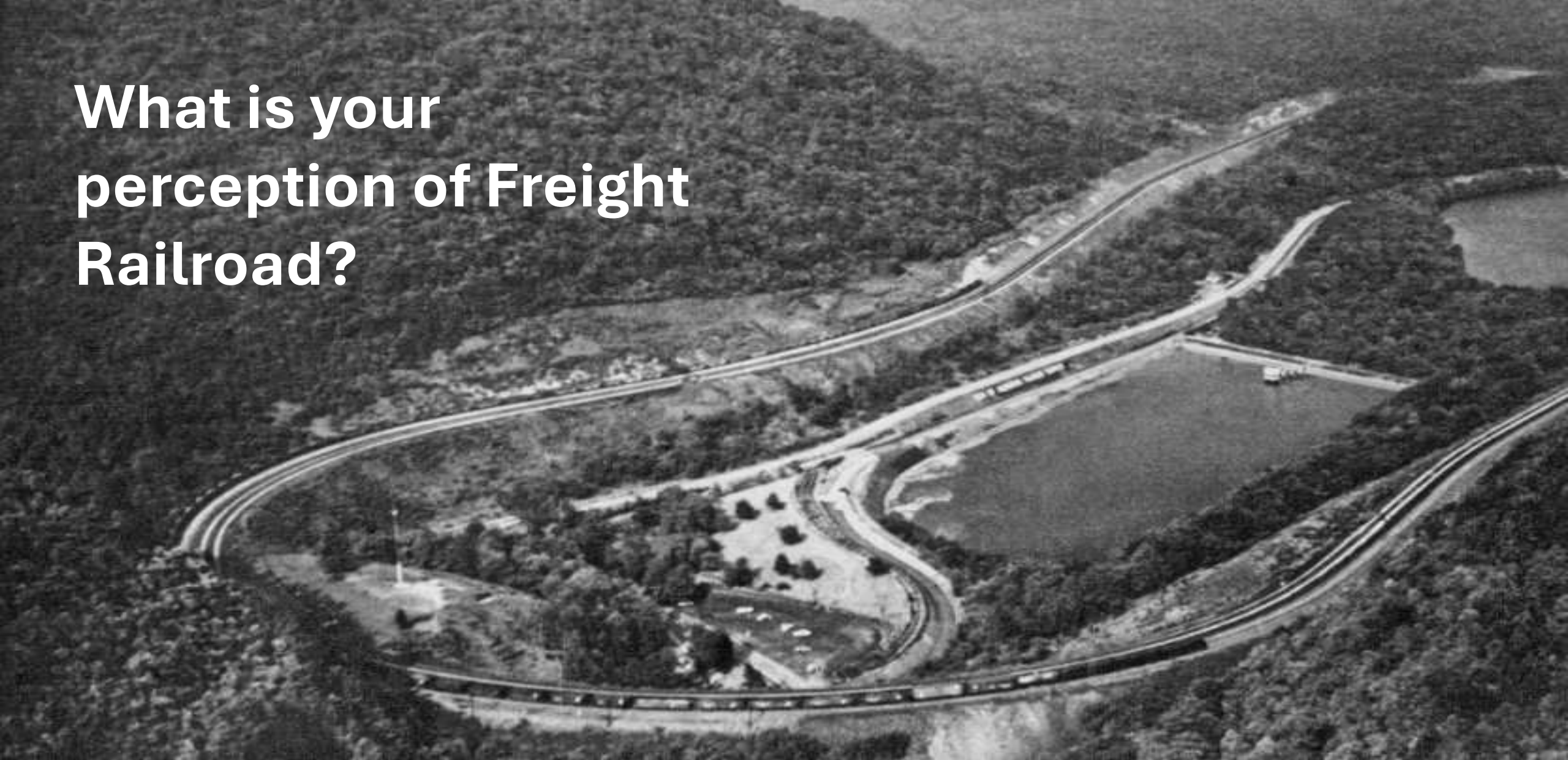
How Norfolk Southern Optimized  
Financial Consolidation,  
Forecasting, and Strategic Planning  
with Automation and AI

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Sr. Manager – Norfolk Southern

**MASTERINGSAP**  
An SAPInsider Company

# What is your perception of Freight Railroad?







## Moving the US Economy



**6.7M Shipments**  
across a diverse portfolio



## Extensive Rail Network

reaches more than

**50%** of the   
U.S. Population

## Greener for the Globe

**NS Trains** get **440+ MPG**  
per ton of freight



**A BETTER WAY** 



**Mission:** Move the goods that power the economy — *safely, efficiently, and sustainably*

- Fortune 500 freight railroad company
- Generates over \$12 billion in annual revenue
- Employs approximately 19,000 people
- Safety comes first.



# What Was Slowing Us Down?

## Actual close email

Data  
Inconsistencies  
Across  
Subsidiaries

Labor-Intensive  
Close Cycles

Limited Visibility  
and Insights

Compliance  
Risks and Audit  
Pressure

Growth Blind  
Spots

Collaboration  
Barriers

Training and  
Adoption Gaps

Integration  
Bottlenecks

Upgrade  
Reluctance

RE: December 2023 Month-End Accounts Close - [Job] > zachary.munich@nucorp.com

Forward this mail: [Link]  
Nucor December 2023 Month-End Accounts Close

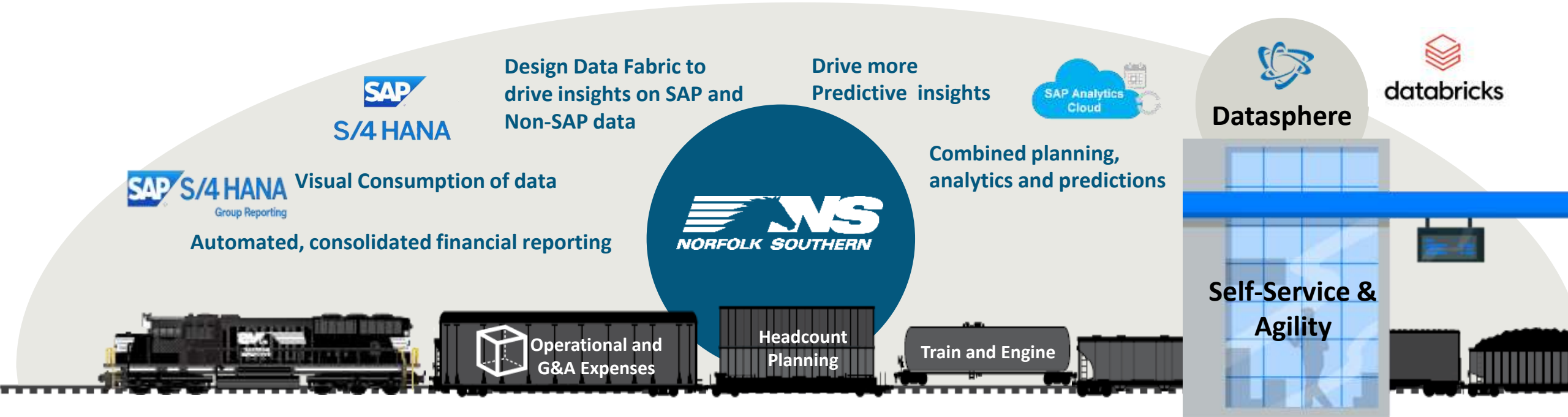
From: Senapati, Mani Shankar <Mani Shankar.Senapati@nucorp.com>  
To: Orestano, Jonathan; Myers, Scott; Finance Month End Process; Mahay, Zachary B.

Send Files for Job...  
Download 88

Steps	Job Description	Jobs	Responsibility	Steps Status
1	Month end lockbox files Manual Process (Automated Every)	Z_R2R_AB_LOCKBOX_CONFIRM	AMS-Mani	Completed
2	GR/IR report - Spoof file Validation & confirmation	Z_R2R_AB_LOCKBOX_CONFIRM Z_R2R_AP_RS_ACCT_MAINT	AMS-Mani	Completed
3	Month End closing kick off Mail to all Distribution List		AMS-Mani	Completed
4	IF 2023 Preliminary run - Confirmation mail to trigger job	1st run of IF 2023	NS - Jonathan	Completed
5	IF 2023 Preliminary run - Job Trigger	Z_R2R_PS_PWRPL_COSTS_OUTING_2023	AMS-Mani	Completed
6	IF 2023 Preliminary run - Successful run confirmation mail		AMS-Mani	Completed
7	Set WBS Blocker Mail to CJ		NS - Jonathan	Completed
8	Set WBS Blocker Confirmation from CJ		NS - Scott	Completed
9	IF 2023 - Final/2nd run - Confirmation mail to trigger		NS - Jonathan	Completed
10	IF 2023 - Final run/2nd run - Job Trigger	Z_R2R_PS_PWRPL_COSTS_OUTING_2023	AMS-Mani	Completed
11	IF 2023 - Final run - Successful run confirmation mail		AMS-Mani	Completed
12	Production Order Settlement - Confirmation mail to trigger job	Z_R2R_GL_CALC_OH_PREPROD_OHD Z_R2R_GL_POST_OH_PREPROD_OHD Z_R2R_GL_CALC_OH_PROD_OHD Z_R2R_GL_CALC_WIP_PROD_OHD Z_R2R_GL_SETTLE_WIP_COSTS	AMS-Mani	Completed
13	Production Order settlement - Job Trigger		AMS-Mani	Completed
14	Production Order settlement run - Successful run confirmation mail		AMS-Mani	Completed
15	PS Month End Close - Confirmation Mail to trigger job		NS - Jonathan	Completed
16	PS Month end Close - Job Trigger		AMS-Mani	Completed
17	PS Month end Close-Successful run confirmation mail with Spoof file		AMS-Mani	Completed
18	Spoof file Validation Confirmation Mail from MBL		NS - Zach	NA
19	PS settlement - (if required)	Z_R2R_GL_SETTLE_PROJECTS	AMS-Mani	Completed
20	Final file to SAP-Confirmation Mail with date & time and Confirm Outbound Control totals		NS - Jonathan	Completed



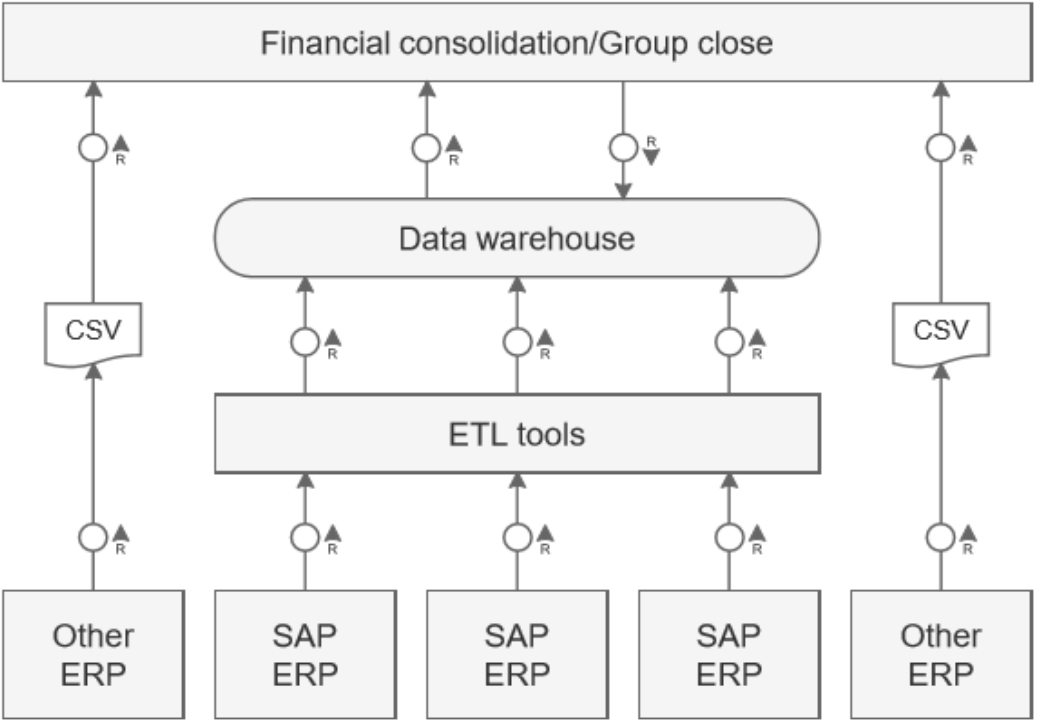
# STRATEGIC APPROACH TO TRANSFORMATION



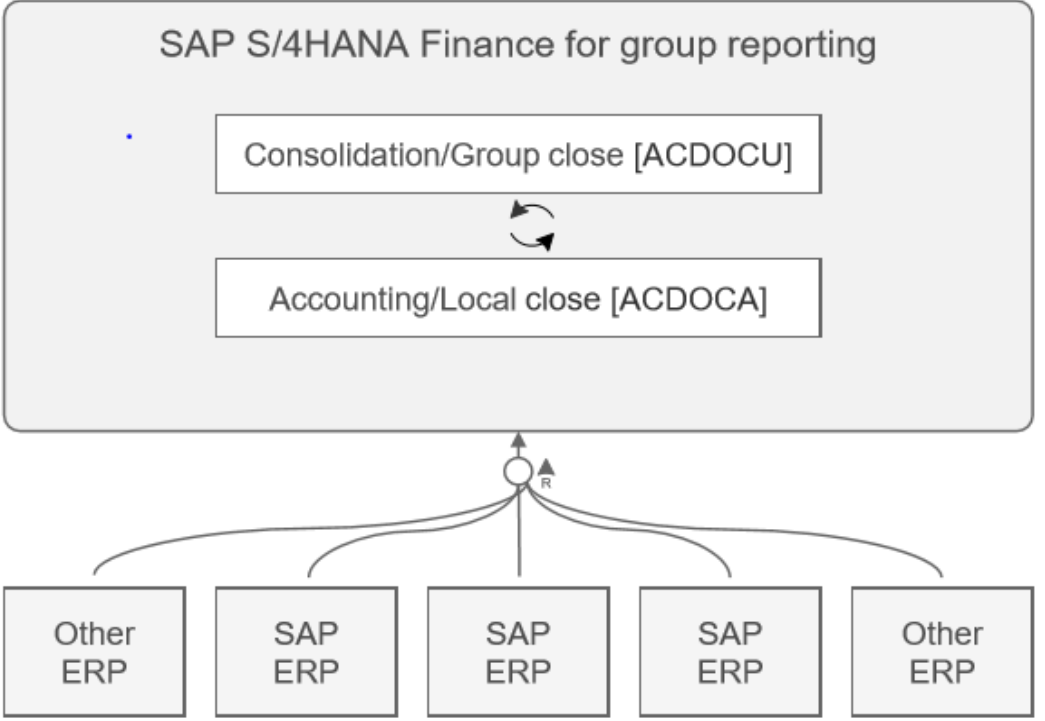


# Group Reporting Architecture

## BPC LANDSCAPE

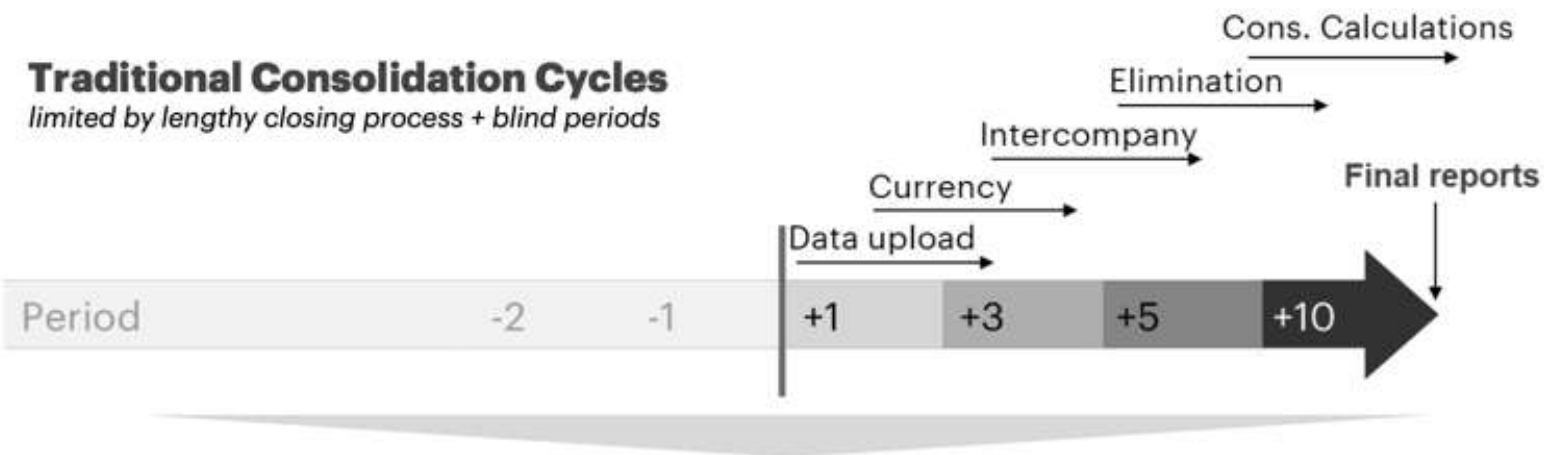


## S/4HANA LANDSCAPE

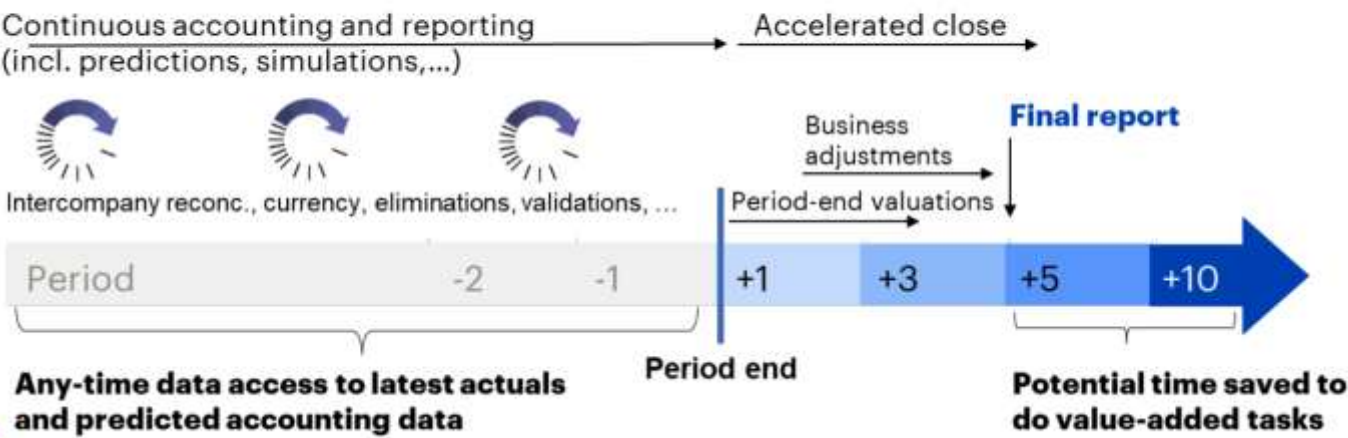


# Shifting to the new paradigm of continuous closing

How has Norfolk Southern transformed its financial close process by moving from traditional consolidation cycles to a continuous closing model?"



**Continuous accounting & closing with S/4 Group Reporting**  
*aims at providing continuously updated view of the financial performance + fast closing process*



## Value proposition

Time saving (40–70%) during **group closing cycles**

- ...heading towards the objective of real-time continuous & predictive closing
- Increased regulatory compliance and reduction of **audit costs**
- Elimination of **data reconciliations** through integrated consolidation in S4
- Increased **confidence** in consolidated data (ability to drill-down to source line items in S/4 accounting)
- More **granular insights** (any dimension in S/4 available for reporting)
- Fully automated **intercompany reconciliation** at transactional and aggregated level



# Roadmap updates

Indicative, subject to changes from SAP

SAP is continuously investing in GR and releasing new capabilities on a quarterly basis

2023

2024

2025/2026



## Data collection:

- APIs to run group reporting data collection (GRDC) mapping jobs
- Extraction of data from forms to excel spreadsheets
- Ability to enter data for dimensions total
- Integrate manual data collection with Group Reporting process control
- New app to check unreleased data in prior periods
- Additional line-item validations during data release



## Consolidation logic enhancements:

- Goodwill calculation in LC
- Automated distribution of dividends in the activity-based consolidation of investments
- Consolidation rules enhancements (e.g. conditions, script language, % from prior period, etc..)
- One-click consolidation monitor



## Data migration:

- Additional support functions



## Data collection:

- Ability of accountants to create new master-data driven rows while entering data in a form
- Ability to load attachment into answers to questions in forms for group reporting data collection
- Custom formatting in forms
- New data monitor with better transparency on data collection tasks status



## Consolidation logic enhancements:

- Further automation of dividends eliminations
- Further automation of goodwill treatment (incl. amortization)



## Reporting

- Review booklet enhancements (incl. reporting of text comments)



## Workflow & Monitoring

- Adopt Financial Closing cockpit in Group Reporting (incl. linkage between local and group close)



## Continuous accounting

- "Continuous Group Reporting" – real-time view of consolidated data in accounting



## Reporting

- Review booklet enhancements incl. new designer to create customized reports with validations, jump-to reports, calculation formulas, etc..
- Process-and data-related quality measures to enhance user knowledge of the quality of a specific report



## Efficiency & Productivity

- Group Reporting assistant with NLP (natural language processing)



# SAC in Action: Forecasting for Railroads



Real-time forecasting for infrastructure spend, fuel usage, and asset optimization

Capital Investment Simulation

Proactive headcount strategic planning

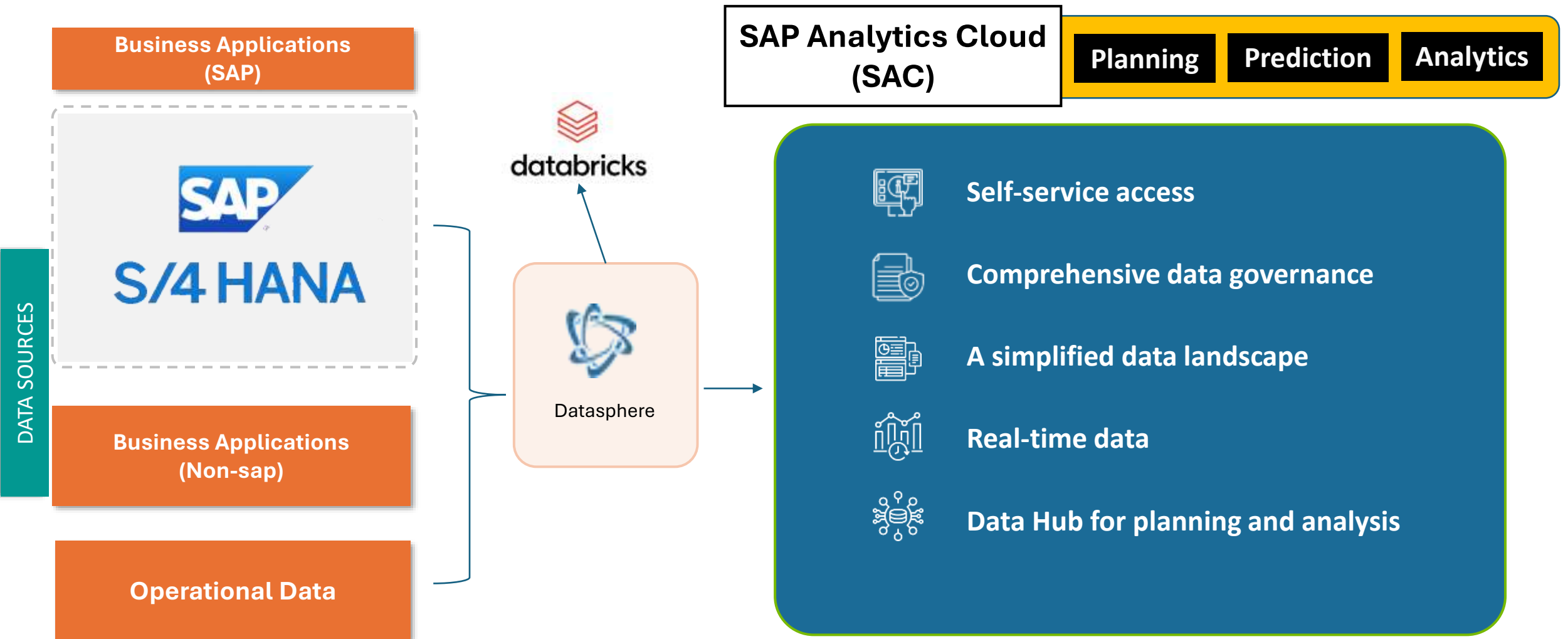
Predictive Models

Connected Systems View



# ROAD AHEAD...

## Enabling Self Service Analytics & Agility with Databricks





# LESSONS LEARNED & STRATEGIC VIEW ON SAP GROUP REPORTING + SAC

## Key Lessons Learned

### Clear Strategy and Roadmap

Start with a roadmap covering data migration, SAC integration, and real-time reporting goals.

### Integrated Design with S/4HANA & SAC

Align data models and reporting between Group Reporting, SAC, and SAP DataSphere.

### Holistic Process View

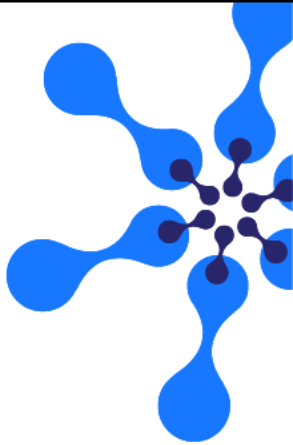
Understand the E2E flow—from transactional input to predictive dashboards and close automation.

## Strengths & Opportunities

- ✓ Real-time forecasting and rolling plans
- ✓ Seamless integration with S/4 and SAC
- ✓ Intercompany reconciliation automation
- ✓ Drill-down to source transactions
- ✓ Flexible & scalable data models
- ✓ Enhanced audit and compliance readiness

## Improvement Areas

- ✓ Automate recurring validations and checks
- ✓ Expand predictive templates to more business areas
- ✓ Refine approval workflows for manual entries
- ✓ Improve support for non-SAP data handling
- ✓ Enable more flexible consolidation logic (e.g., investments)





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## **Final Thoughts – Q&A**

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