

Darling Ingredients' AP Automation Journey: From Vision to Scalable Success



Jeanna Rae
Corporate AP
Accounting Manager


Presented by:



Thomas Korbecki
Founder at oAppsNET

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oAppsNET



Thomas Korbecki
Founder at oAppsNET

- 25+ Years of Back Office Automation
- Former Certified Professional Accountant (CPA)
- Former Corporate Accountant
- Oracle Partner
- Oracle Approved Solutions
- Strategic Partnerships



Jeanna Rae
Corporate AP
Accounting Manager

- 20+ years in AP, AR, and accounting operations
- 13 years at Darling Ingredients
- Led AP transformation and automation
- Managed Fortune 500 accounts and vendor relations
- Expert in process optimization and workflow efficiency
- Key driver of enterprise-wide AP automation adoption



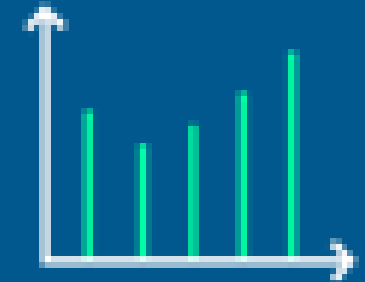
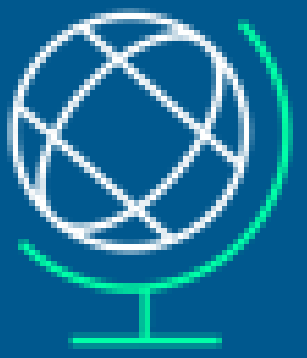
Giving every end a new beginning

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Our global presence



260+ facilities
worldwide

~16,000 employees

Global headquarters
Irving, Texas USA

Publicly traded
since 1994 (NYSE: DAR)

⁶ Operating on 5 continents

*Based on 2024 data

Our operating segments

We repurpose approximately 15 million metric tons of material from the animal agriculture and food industries. We breathe new life into these resources, helping to feed people and pets, provide health and wellness solutions and fuel the world with renewable energy.

Feed

Producing essential ingredients for animal nutrition, fertilizers and renewable fuels

15% global by-product market share

Food

A global leader in ingredients that enhance human health and wellbeing

30% global market share of gelatin and collagen






Fuel

Powering the future with low-emission energy solutions

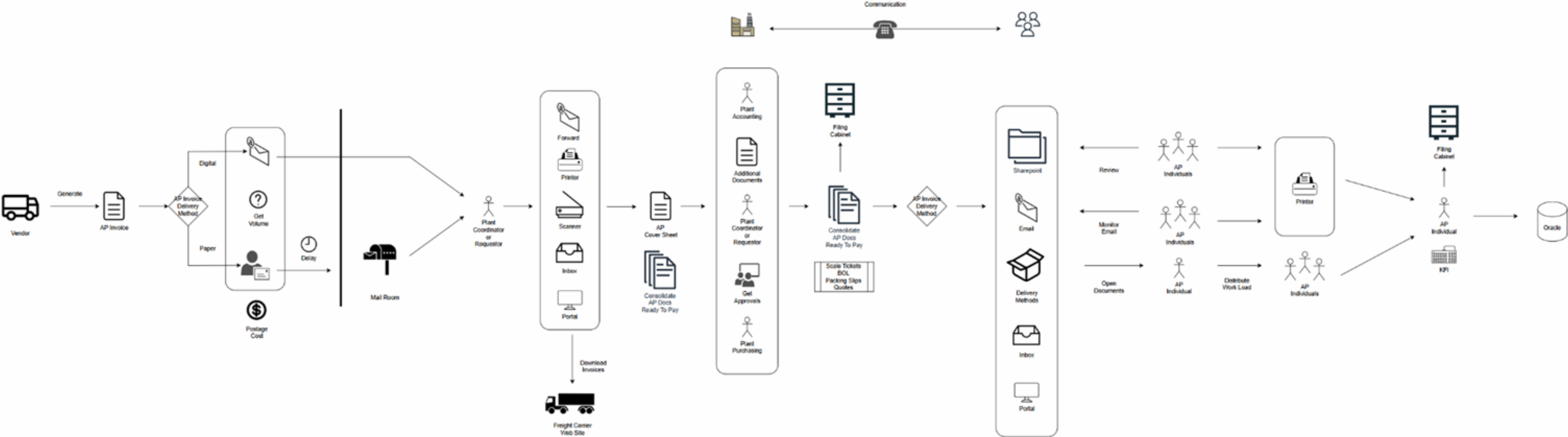
4.5B⁺ liters of renewable fuel produced annually

*Information above is based on 2024 data

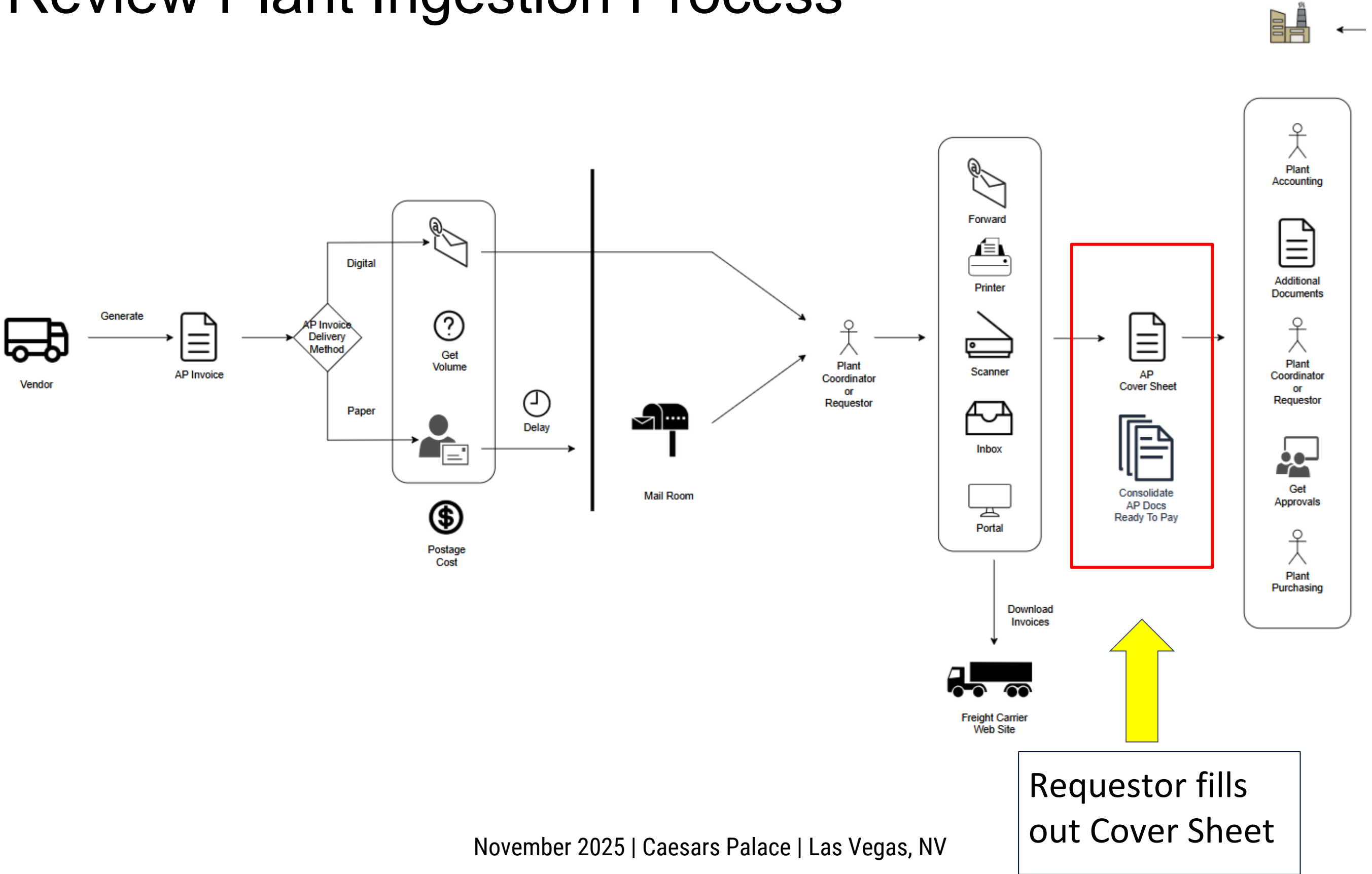
Facing the Challenges

-  **100 locations / departments** submitting invoices for AP processing
-  **Paper-based batch routing** causing significant time delays
-  **Limited visibility and control** over invoice status and approvals
-  **Multiple AP hubs** — three in the U.S. and one in Canada
-  **Let's talk** about our current process flow

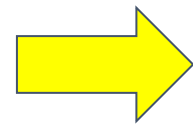
Review of Existing Processes for Automation Opportunities



Review Plant Ingestion Process

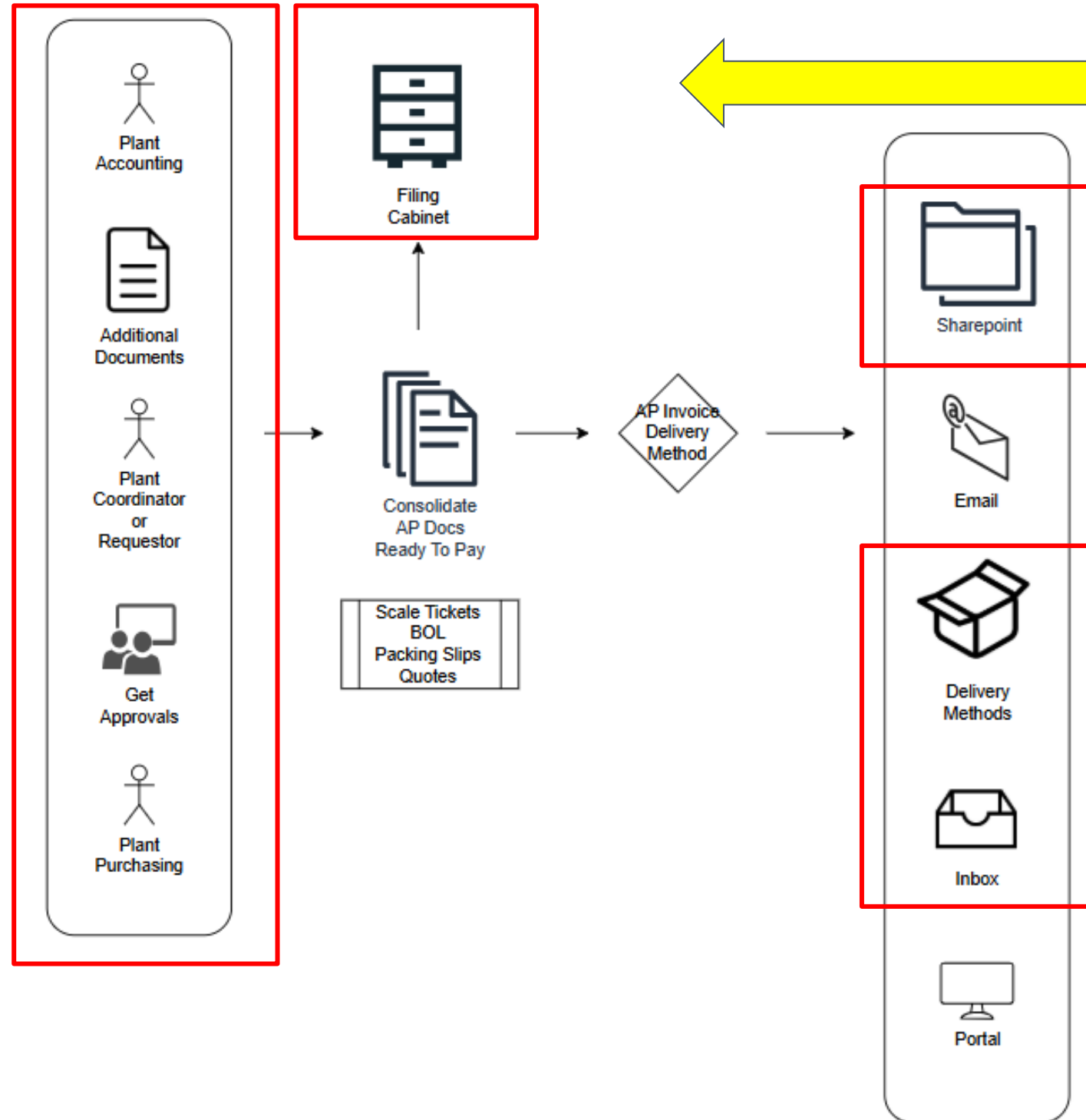
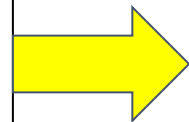


Point to Point Communications



Review Plant Flow

Manual Orchestration
Write on Invoice
Manual Approvals

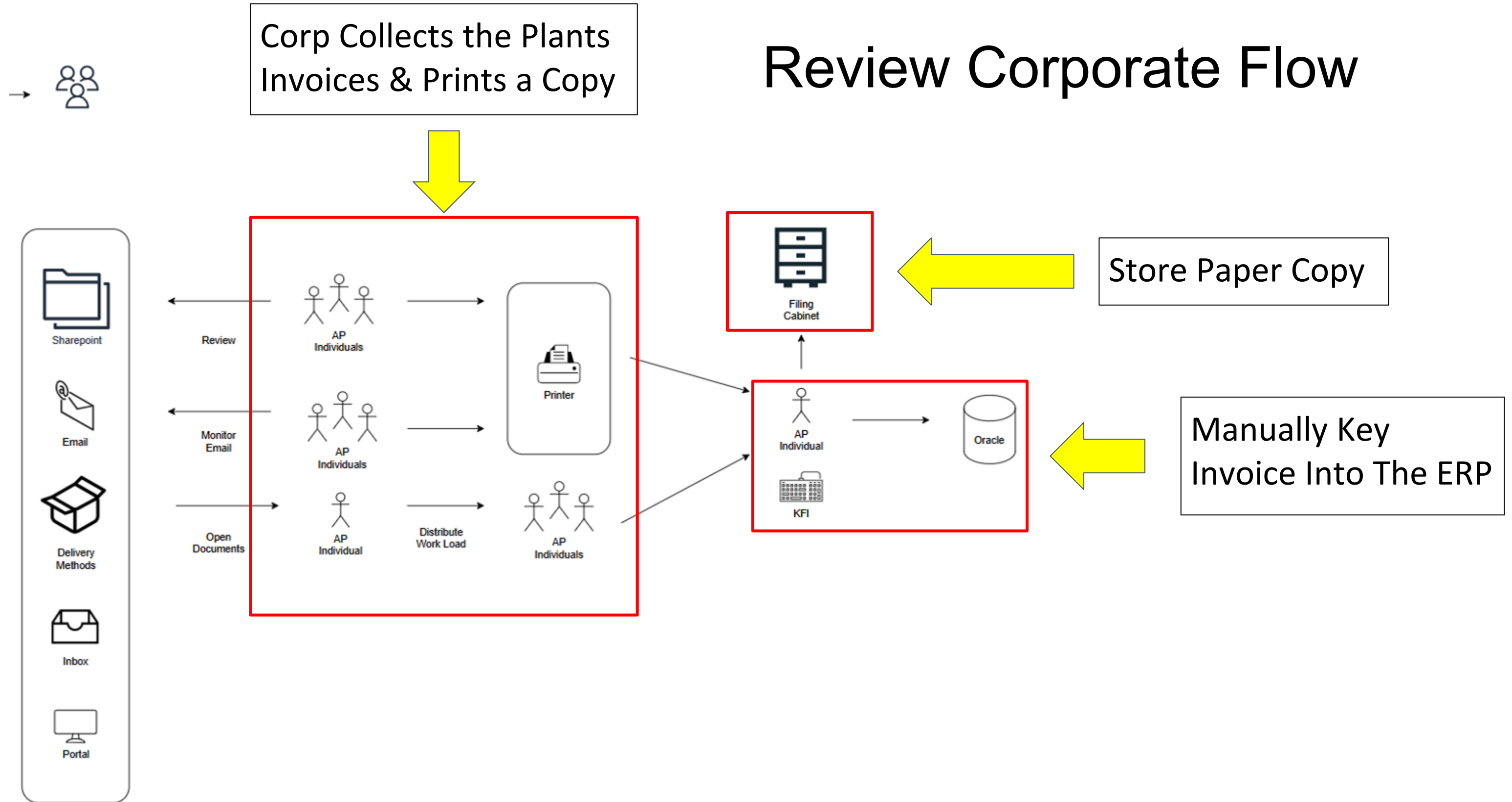


Store Paper Copy







Share with Corp via Sharepoint

Share with Corp via Fedex, Drop Off In Inbox

Review Corporate Flow



Paper to Digital: Our Strategic Goals

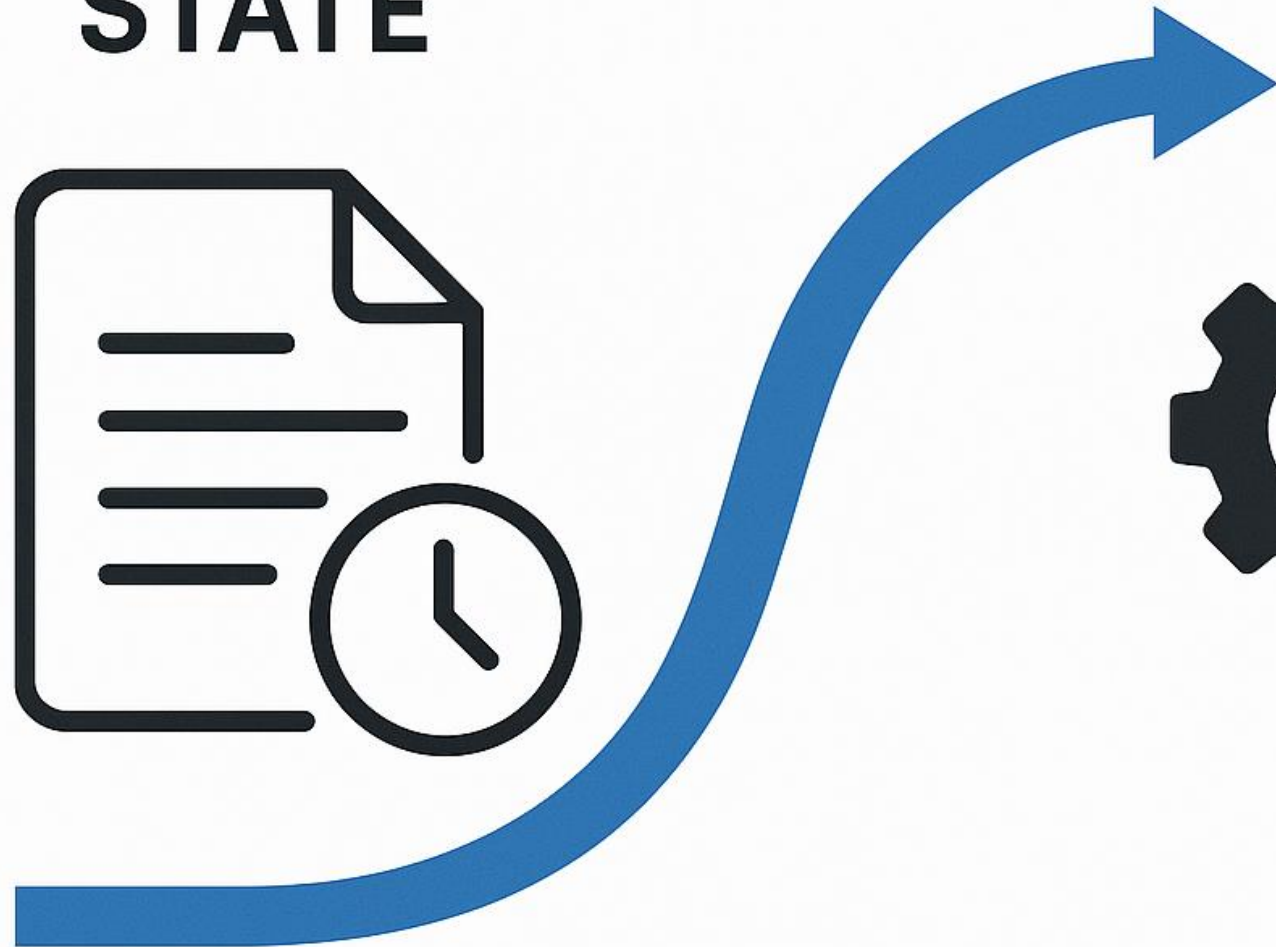
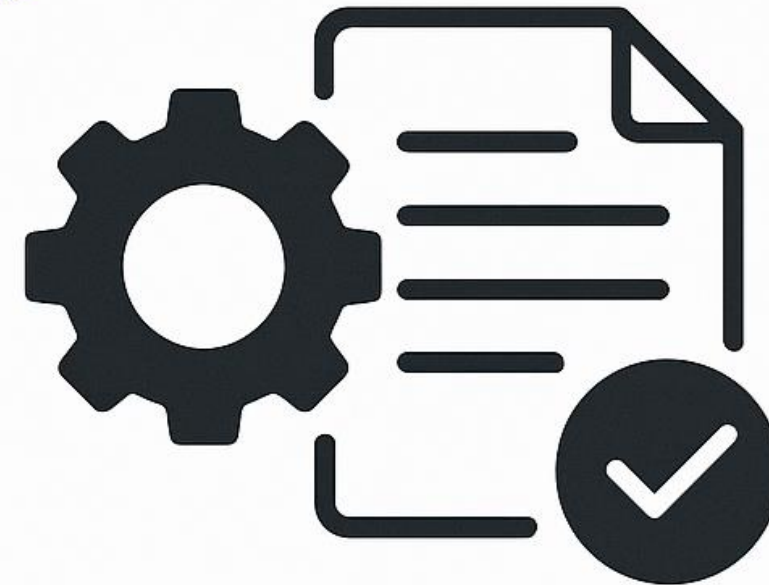
-  **Centralized AP operations** while maintaining **plant-level flexibility**
-  **Preserve flexibility** for local processes and approvals
-  **Reduce disruption** with minimal change management impact
-  **Enable faster approvals and payments** through electronic workflows
-  **Improve visibility and control** across all AP operations
-  **Ensure compliance and consistency** in reporting and audit trails

..... The Journey Begins

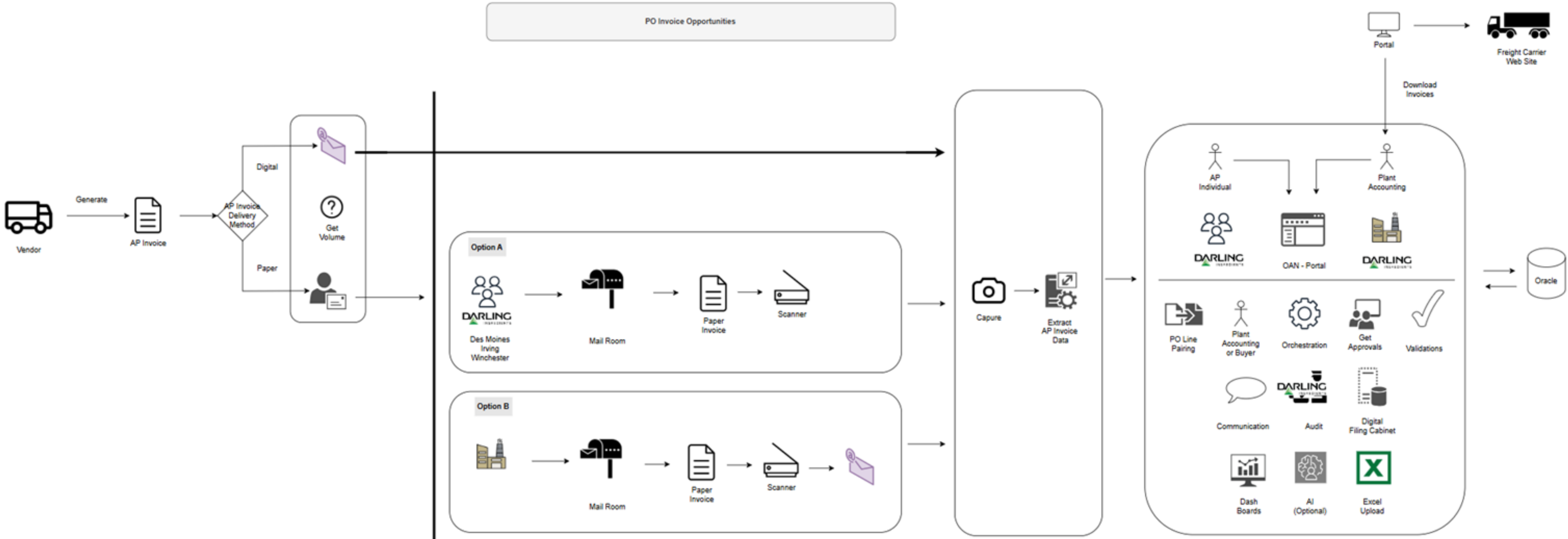
**CURRENT
STATE**











**FUTURE
STATE**



Our Strategic - Future Approach



Future State Benefits

-  **Unified AP lifecycle** — seamless, transparent workflow from plant to corporate
-  **Automated invoice orchestration** — smart routing, no manual touchpoints
-  **Electronic approvals** — faster, fully traceable authorization
-  **Digital invoices** — no printing or storage needed; secure access anytime
-  **Integrated communication** — every message tied to its transaction
-  **Corporate processing automation** — documents flow instantly to AP
-  **No manual entry** — accurate and efficient data capture
-  **Audit visibility** — complete record of who, when, and how long each step took

How We Did It








First Step Decisions

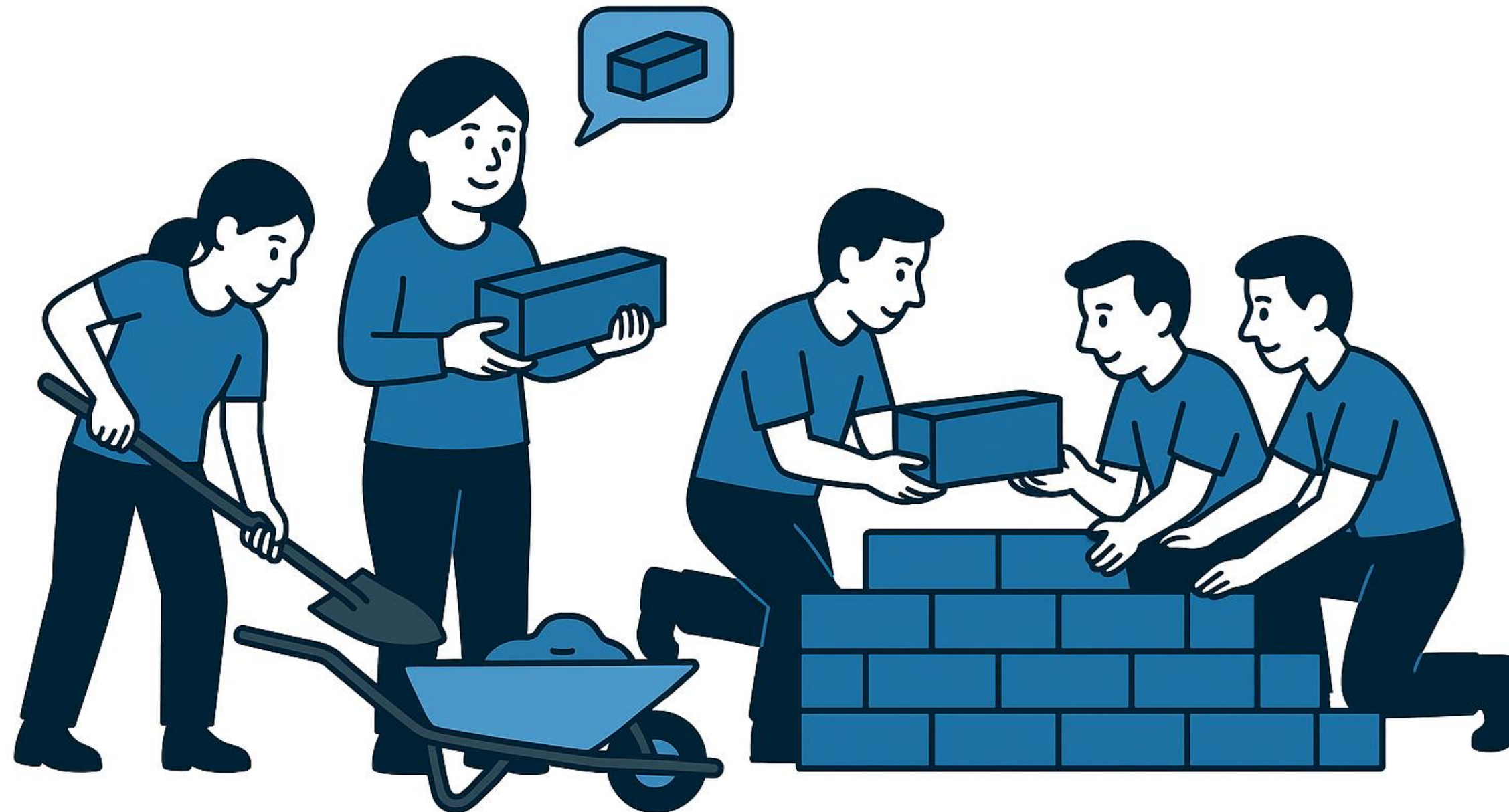


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First Step Decisions






-  **Minimize change management** — reduce disruption at the plant level
-  **Train manufacturing plants for digital readiness** — ensure adoption
-  **Establish dedicated email channels** — simplify vendor invoice submissions
-  **Engage vendors early** — prepare them for upcoming process changes
-  **Send company-wide teasers** — build awareness before go-live

Laying the Foundation



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Laying the Foundation

-  **Standardize processes** — align PO and Non-PO invoice handling
-  **Define approval workflows** — establish clear hierarchies for consistency
-  **Plan multiple UAT cycles** — ensure readiness through thorough testing
-  **Share regular updates** — keep all stakeholder levels informed daily and weekly
-  **Execute a structured go-live plan** — enable a smooth, confident implementation




Prepare the Core Team



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Preparing The Team

 **Develop training materials** — create clear, engaging learning content

-  **Presentations & interactive sessions** — promote hands-on engagement
-  **Quick reference guides** — provide at-a-glance job aids
-  **Microlearning videos** — deliver short, focused lessons for easy adoption

 **Corporate AP collaboration** — align key contacts to support plant rollout





 **End-to-end training** — ensure deep understanding of the entire AP process

Prepare the Users



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Preparing The Users




-  **Dedicated training sessions** — tailored for Requestors and Approvers
-  **Hands-on AP Portal demos** — real scenarios to build confidence and familiarity
-  **Job aids & quick reference guides** — step-by-step instructions for key tasks
-  **Open Q&A and feedback sessions** — encourage user engagement and confidence



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Soft Go Live

Soft Go-Live






-  **Purpose:** Test live invoice processing and full-cycle workflow in a controlled setting
-  **Scope:** Limited transactions to validate system functionality and uncover gaps
-  **Objective:** Confirm end-to-end readiness before full rollout



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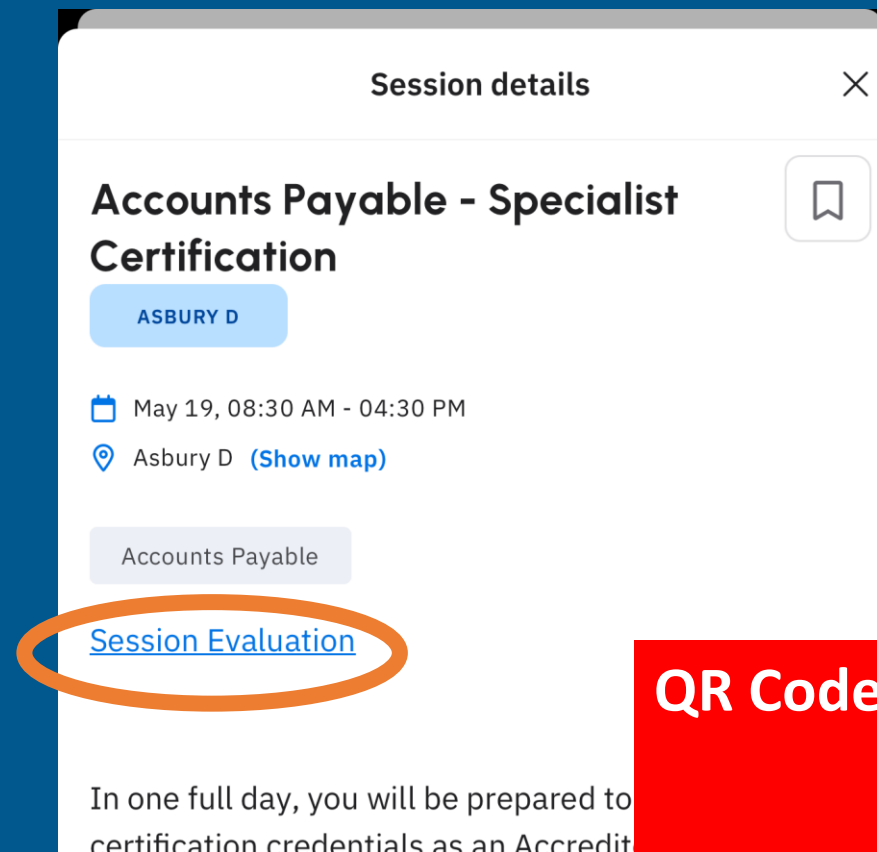
... And Beyond

Phase 1 Go-Live — Hypercare

- **Duration:** Intensive support period immediately post-launch
-  **Monitor performance:** Track system activity, user behavior, and throughput closely
-  **Rapid issue resolution:** Provide immediate troubleshooting and fixes
-  **Daily syncs:** Status meetings or reports during the first week
-  **Progress tracking:** Monitor issues, resolutions, and user feedback
-  **Stakeholder feedback:** Capture insights to refine and stabilize processes

Please tell us what you think!

- Please scan this QR code using your mobile to access a short feedback survey ☐
- Also accessible via the mobile app

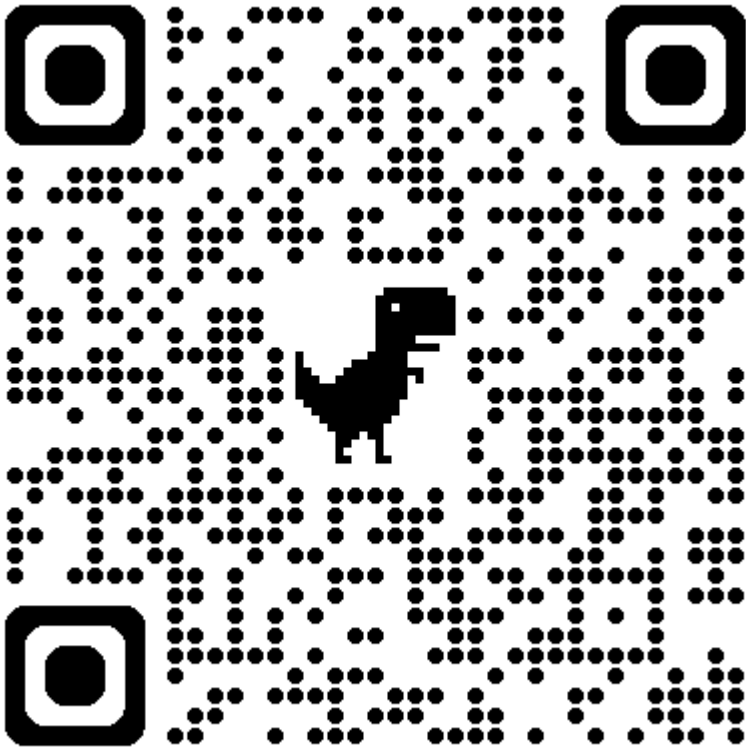
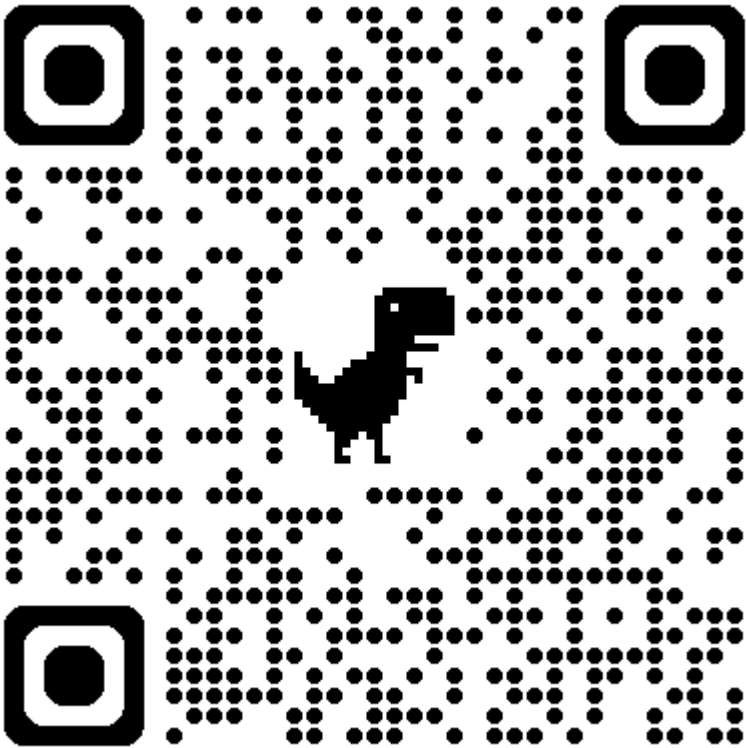


QR Codes will be shared closer to event

QUESTIONS?

oAppsNET Demos

oAppsNET Website



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