

FutureLink Mumbai 2026 Keynote: Achieving Transformational Productivity Gains with Agentic Supply Chain Orchestration

Agentic orchestration is the next industrial leap for life sciences supply chains—and it only works when transactions, collaboration, and product flows are fully digitalized. In his FutureLink Mumbai keynote, *Agentic Orchestration of Your End-to-End Supply Chain*, Shabbir Dahod, President & CEO of TraceLink, makes a definitive case: AI will not scale or deliver real business impact without end-to-end supply chain data integrated across partners and processes. Digitalization is what removes manual work, eliminates email and PDF dependency, and creates the real-time context agents need to reason, recommend, and act.

For customers, that shift translates into measurable operational and financial impact across the end-to-end supply chain—including sustained, step-change improvements in productivity and performance. Through live demos spanning compliance exceptions, chargebacks, procure-to-pay, and collaborative change management, the session shows what changes when procurement, external manufacturing, logistics, distribution, and revenue management operate on one unified system. Agents can monitor activity in real time, detect issues early, recommend next-best actions, and—under human supervision—execute defined

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tasks within clear guardrails. The result is faster exception resolution, fewer stockouts, reduced revenue leakage, lower inventory exposure, stronger working capital performance, and productivity gains that compound across partners and regions.

Watch to learn

- Why end-to-end digitalization is the prerequisite for scalable, effective **agentic orchestration**
- How unified transactions, collaboration, and real-time dashboards replace fragmented workflows and manual exception handling
- How OPUS enables human-supervised agents to monitor, recommend, and take action across procurement, manufacturing, logistics, and revenue processes

Watch the keynote to see how AI agents can drive measurable productivity gains, reduce inventory and revenue leakage, and transform your end-to-end supply chain from reactive coordination to continuous, intelligent execution.

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Brian Daleiden

And I'm very pleased to invite on stage and please join me in welcoming TraceLink President & CEO Shabbir Dahod.

Shabbir Dahod

That was quite an introduction. I'm not James Bond. You guys are James Bonds.

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And, I feel like I'm more like Q. I'm here to give you all the little gadgets you need to be successful. And, and I think that as we look at what's ahead of us in the next 1 to 5, ten, 20 years, it's actually quite amazing, right?

I mean, there's a whole new world that's now come to the forefront for us where we have an opportunity to really innovate at a high velocity that can have a transformative impact in your lives, in your internal customers' lives, in the lives of patients, that can get impacted. And, what I'm here to do is try to kind of share with you, how TraceLink intends to participate in this and to enable all of you to achieve the heights that are possible with all the new technologies that are out there.

And we've been working very hard on both digitalization as well as on identification so that you can orchestrate your end-to-end supply chain. And we're learning at a very high rate. And what I've always learned with TraceLink is that we learn better when we collaborate more. And I think what you're seeing is that racing is what it is today because of all your efforts, to push us and to make us better, whether that's on quality or functionality or scale.

And that opportunity is now upon us again with AI and agentic orchestrations. So when we look at those two terms, AI and agentic orchestrations, when you put them together, what does that really mean? Right? I mean, it can mean many different things. So I'll kind of put it in that context and supply chain context.

So when we look at orchestration, we see that as the end-to-end processes that have to be integrated from source materials all the way out to shipment to patients throughout the whole end-to-end supply chain. So we view that as a set of smaller orchestrations that go into larger orchestrations that can achieve the full digitalization and the opportunity for us to excel at that aspect of the business.

And we know where we are versus where we need to be, and the opportunity is upon us to really orchestrate on an end-to-end basis. The term magenta to us is

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really the new ingredient that is now available to us, which is to say, can we bring AI, artificial intelligence and artificial intelligence? And with an entity, an agent, a persona that you can work with, that you can collaborate with to help automate, to help analyze, to help participate in the orchestration with you.

And that's the real key here. We view these things together and we view these things together within the enterprise context. And we view them as really enabling enablement and empowerment of every individual, within the organization. And I know that there's been a lot that has been tried to date. And I think that when you look at what the opportunities are, everybody is in the process of experimenting and trying to get in and learn as much as we can.

And that's very common in early industries. And one of the key things that we learn, I think everyone's learned, is that there is no agentic without data. Right? If you don't have digitalization, then you cannot do agentic. You cannot really do AI because it depends on information.

And so therefore we have to always look at those two things in combination. The ability to have information with agentic automation. And that's and that's oftentimes missed because when I speak to industry leaders and say, oh yeah, that project, I got a bunch of promises from this company. It looked great. We might have even piloted in the small.

It kind of looked good, but we tried to roll it out. It didn't work. And they blamed it on our data. Well, that's probably true, but that's probably the number one lesson learned here is that we have to digitalize in order for us to actually get to artificial intelligence and to actually get to agentic capabilities.

And the stakes have never been higher, right? So we need to look at all the different time periods that we've had in the history of commerce. If you look at it from that perspective, you've seen the constant transformational opportunities that come in these different types of industrial revolutions. And I'll kind of stick to

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the information about industrial revolutions, right, because there's lots of differences like steam engines and so forth.

But when you look at it from the commerce perspective and supply chain perspective, we started with a barter economy that then moved to like local merchants over hundreds of thousands of years that would aggregate suppliers and be able to sell out to everybody else. Then an innovation came with paper and the ability to distribute information, buy a paper and you're able to now use, like, mail order catalogs, which really transformed buying and selling.

Some of us are old enough to remember getting those catalogs and ordering off of it. And that was amazing, right? Because in one catalog, you got, like, everything you ever thought of buying and, and you got all the prices and the vendors and, and you just ordered it and it showed up.

Sounds a bit like Amazon. Right? So, then we kind of moved to retail stores that were basically digitalized information on an end-to-end basis. And obviously Walmart led the charge there. And they recognized that if they had information from the shelf all the way back to their suppliers that they could immediately have higher availability on the shelf and that they could drive a higher revenue because of that.

And that gave them an edge. And they were able to get more margin because of that as well, because they were able to sell that information upstream to their suppliers. And that then enabled Walmart to be extremely successful. Then Amazon changed the game again on information. Basically putting it all together in the cloud and its real innovation wasn't that it was actually managing any inventory.

It was the fact that once again, it was an information broker, but it was the ability to digitalize all the relationships with their suppliers and be able to digitize the and orchestrate the actual delivery of those products where they came from, the

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supply or from the warehouse that they were holding for the supplier. And that's the next level of revolution.

So what's upon us again now is the agentic orchestration revolution, in which you actually touch everybody in the whole end and supply chain. And we believe that we can be a source and a platform for the pharmaceutical industry specifically, in being able to kind of define the future and the ability to define the future so that we can have agentic orchestration on an end-to-end basis.

The reason why we believe we are able to do that is because we are you. We are just like you, right? You think about supply chains. We dream about supply chains. We dream about procuring to pay all in cash. Yes. It's boring. We worry about inventory levels. And we've been doing it with you for, in some cases, 22 or 23 years participating in the in the, tracking phase digitalization journey.

Our mission sounds a lot like your mission, right? Greater good serving patients, looking at people. And we hopefully have earned your trust as we've established this vast network within the pharmaceutical industry for integrity, in order to preserve the integrity of the product as it flows through the supply chain. And we operate with an urgency, and, and a sense of ownership about the importance of that product that the patient is waiting for.

And we therefore operate 24 by seven, 365 days throughout the year. And we're always there whenever you call us because we know how important this is, for your business. And, we believe that we've earned your trust in our work with you on the next level of advancement that we can make beyond track and trace and product integrity.

And we can build on that. So what we see is the opportunity to kind of bridge. Right. So when you look at it, what is the vision that we see? We see a vision in which you have products obviously that are now serialized, digitalized on an end-to-end basis and that you can know the flow of the product throughout the entire

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supply chain.

At least every segment has its own view of serialized products. We have seen you now layer transactions on top of that. So now you can have the business context in which that information or in which those products are flowing, whether it's the financial context or the inventory context, you will or the logistic transportation context that you would know that, that you can now combine that information together.

And then most recently, we've now shipped POET, which enables us to now look at the people processes, the collaboration that goes on on an interim basis throughout the supply chain where match up rules or deviations or exception management or certificate analysis. So there's a range of processes that you go through in order to coordinate with each other beyond just the business transactions.

And then finally, we now see the opportunity to introduce agents into this mix with you, to work with you in order for you to be more productive. And the opportunity here is that as we bridge across all these different flows of information, flows of product, integration of people, we see the opportunity is that we can increase productivity anywhere from 15 to 20%.

I personally believe that's low. I think it might be closer to 80%, 90%. And I think that 15% to 20% is probably a good, reasonable early target, increasing revenue by 5 to 10% because we see that there's an opportunity to invest with, with the additional cash and to grow and be more agile.

We see the opportunity for you to reduce your inventory by 20 to 30% and the ability for you to have more cash that you can leverage in growing the business as well by having the ability to reduce inventory and increase your working capital. And finally, we see the opportunity to increase EBITDA as well. And I'm not saying anything.

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That's just us. The CEO comes from the industry. This is the analysis that experts have done, whether it's in the McKinsey's or Bain's. And I think there's a lot of legitimacy to this because we all feel it. This transformation is upon us. And either like I told my team yesterday, whenever there's change, either you lead it or you get run over by it.

So we've chosen to lead it. We don't want to get run over by it. I'm sure you don't get run over by it either. But the challenges are quite clear, right? We have the challenges right here in the middle, right that the information flows right now are still far too manual. As you look up there, 75% of the transactions still involve emails and PDFs.

You've seen that 60%, 80% of the data is not in enterprise systems. So you've got people jumping around in different files, email inboxes, maybe homegrown systems to try to figure out, and piece everything together as it's flowing through the supply chain.

There's a labor shortage. Everyone's doing a lot more manual work, and there just aren't enough people. And they're not necessarily the most desirable jobs, either. Sometimes you get people that with bachelor's and master's degrees, they can do a lot more than we're asking them today to do. Less than 25% of the companies actually have visibility beyond their like, top tier suppliers that best, that, again, inhibits them from being successful.

And then 40% to 60% of the supply chain exceptions are handled manually, right? They're not digitally resolved. They're put in email boxes, put on paper, maybe on a, on a fault card. You resolved it and then people are chasing like, how do you actually resolve that. So the challenges are with the transactional flows and then and then with the people-based collaboration that goes on.

So we've been working hard, obviously. Right? TraceLink was founded in 2009. When we started the company, we recognized that in order for us to be successful

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with you, we have to have an industrial platform.

And that meant that the core platform that everyone has to run their business on has to be active-active, meaning that you can't lose any transactions if if any particular data center goes down, you have to be part of and compliant. You have to have audit trails, RPO, your recovery point, etc. has to be zero.

So, from a disaster recovery perspective, we have to be able to scale up and down, because we know that the transactions come in waves, growth comes in waves. Everything has to be encrypted. We have to be able to support multiple regions, and we have to adhere to any sort of privacy laws. And so that's the foundation of the bedrock.

And we continue to make it solid. Is it bridges between our office platform and the track and trace as one platform that provides that. Then we built up a very unique, innovative capability, which is to actually build enterprise solutions, multi-enterprise solutions. So with multi enterprise solutions what we did was we actually created a core network infrastructure. And with that network infrastructure what we're able to do is actually let multiple companies collaborate by having the nodes on the network, by having links between those companies, by having users on both sides of those links with permissions, and being able to manage those permissions between those two companies so that the ability, the information between them be able to create roles, create integration profiles so that you can integrate once into the network, can be interoperable with everybody else.

So that was the next layer that we built up. And then on top of that we implemented all our track and trace solutions that all of you are using. So those enable you to be able to transact at massive scales on a global basis for all the serialization work that you have to do.

While the piggyback ship that goes on with all the production work, with all the receiving, and to do it across the world in any country. Right. And that's our pledge

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and commitment. They will support any and every country. And then we were able to, in the last two years, provide MINT. Right. So MINT enabled now you to now create this leverage the same capability of integrate once and be able to have the ability for you to have all your transactions digitalized on top of that same foundation, on that same network, so that you have the ability now to get your pods and invoices and assets and inventory and chargebacks, all of those in one place. Transportation. You have to go to different systems. You have to go to different places. You have one platform end to end across the whole network. And you can now integrate with anyone, no matter what their systems are, no matter what their formats are. And you only integrate once, you can be in trouble with everybody else.

Then we released the ability for you to have POET. And with POET, now you have the ability to create these custom people-based collaborations and workflows. You can take from our, our solution catalog, and you can take what we have built, but you can configure it to however you want into your workflows, into your UI, into your, specific set of permissions and roles that you need to have for the the users that are actually collaborating on those processes.

And then finally, we also now have the ability for you to have reports and dashboards to work across them all. So it's not siloed. It's not like a report dashboard over here and I have to go to a data lake to go over there. It's in one system, one end-to-end system. And you can do a report and dashboard, no code cross join across all the objects, whether they're from an exception to a purchase order or assigned to an EPCIS message.

And you have the ability to integrate across all of them and be able to see your information to be able to monitor, manage and resolve any sort of issues that you have through a shared set of reports and dashboards across your organization. And now what we're introducing is agents. And we have a very specific point of view on agents.

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And then we'll go through. But agents are users in your environment. They have job descriptions, their intent, their roles. They have tasks that they have to do, objectives they have to complete, decisions they have to make. They have their own interaction interface with you. And so this one platform, the OPUS platform with all its capabilities, enables you to transform your whole business.

And we believe it will enable us to transform the whole industry. And that's what we're really excited about, is really working with everybody to accomplish this. So I'll go through because I know that this is very important. Sometimes people skip it, but the foundation you're on obviously is critical, right? That you have to have a very strong foundation from a quality and compliance perspective, from a data governance perspective, from a security perspective, as we all know, security's again, always been and will be an important aspect.

Privacy, performance, the ability to make sure that we can deliver your transactions, no matter how many hundreds of megabytes they are, across the wire and be able to process them in minutes, and then have resiliency. And we have resiliency, like we mentioned, across datacenters. By the end of this year, we'll have resiliency across regions as well. So those AWS outages will be able to be dealt with as well.

So we've created an industrial platform. We certify against all the different ISO standards, the SoC standards, whether it's SoC one, SoC type two, CyberVadis, where one of the highest scores, 975. Right. So that is one of the highest scores that you can get at CyberVadis. And, I don't know what your guys' scores are, but I think that was pretty good.

And, so this is the foundation that has to be rock solid in order for you to run your business on it.

Then on top of that, and this is our secret sauce, right? Our ability to run a network, our ability to have a node for every single company on the network and

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all of your nodes on the network, and you have links with each other. And on that note, you have the ability to have your unique IDs.

That's how people reference. And then you have the ability to have your own integration profile however you want to integrate into the network, so that you can say, well, I want to integrate using NetSuite and somebody else's. I want to use Hana similarly. I said, I don't have a system for that transaction. I want to just use the UI and you can do it on a per transaction basis.

And then we take however you want to integrate and we convert it into the canonical right, which is our semantically rich end-to-end representation of that information. And then we look and say, okay, who is it going to go to? And we say, well, it's going to go to Qad. We look at their integration profile and we put it into a Q doc, right.

They have their own doc and we convert it and we send it to them. The beauty of that is you didn't care. You didn't care what they had. You just integrate however you want, whether it was NetSuite or Hana or the UI and they didn't care. They just said, I just want to be in Qad and I'm going to send it to Qad.

And that goes for EDI, Edifact or Oracle or homegrown systems. We are integrating it. We've integrated MINT, Odoo, and other systems I can't even remember the names of. Right? So there's more than SAP out there and you have to work with all those people. We address that and we take that off your plate because we're able to save the industry on track and trace over $4 billion compared to if you had to do point to point for your integration.

And we have over 310,000 trading partners linked on the network. And so we have a very robust network in which this is already working, you've been using it, your business relies on it, and it's been it's been working, enabling you to be incredibly successful in a very challenging requirement of track and trace, which had significantly higher requirements from a data perspective, processing perspective

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in some ways, a whole new sense of complexity with aggregation data, etc., that had to be addressed.

And like I mentioned, we are the foundation for your distribution of products on a global basis. So we support every country within the EU, the US, Pakistan, Kazakhstan, Indonesia, whatever comes up, Egypt's about to happen, I think. And you have our commitment that we are going to support every single compliance that will be out there, because we know that it's essential for you to be able to get medicines to everybody in the world.

Right? There's no reason if Egypt comes up with a requirement that we cannot enable that. We will enable you to be able to sell into those countries and we also supported, end to end. So many of you here are pharmaceutical companies or contract manufacturers, obviously, that is the largest set of our customer base, but we also have some of the largest pharmacies in the world.

So in the US, we have CVS that uses our system every day. Every day we know that tens of thousands of files, EPCIS files, go into CVS through us and if there's any hiccup on that, it gets quarantined. Right? We are the provider for Optum, one of the largest mail order pharmacies, and for Express Scripts, a large mail order pharmacy.

So we work end to end. Any of the major contract manufacturers that are all our customers. The other aspect is that they're not our customers. They're definitely our partner. So even let's say if somebody's not a customer, they integrate into the network and they're probably doing very high volume with us, because probably 70 to 80% of their volume comes to us.

Okay. So this is the network we've built. It is a very rich network. It's growing at a very fast rate now in the US that we have over 9 billion. I think it must be over 10 billion by now because it's growing very quickly, or EPCIS transactions that we're processing. We were essentially making the industry achieve all their milestones

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and dates because everything had to go through us in linking them and making sure everything works. We make sure everything's reliable in order to be able to achieve that.

So we'll do a little quick demo on how managing compliance exceptions, which is part of supporting track and trace, can be used with POET and the track-and-trace trace system.

Demo Narrator Voice

Let’s observe with a real collaboration scenario between two companies: Racket Manufacturing and CK Health.
CK Health raises a Compliance exception related to a shipment. Racket Manufacturing receives the notification by email and chooses to respond by logging into the platform, where the full context of the exception is already available.

From there, Racket assigns the exception to a compliance team member for investigation. That team member is automatically notified and begins working on the issue, with all related transaction data—what was ordered, acknowledged, shipped, and billed—already linked to the exception.

As the investigation progresses, CK Health is kept informed in real time. They add a comment directly to the exception by replying through email, and that response is instantly captured in the shared record without anyone re-entering data or switching tools.

This is bidirectional collaboration in action. Email, user interface, and automated workflows all work together, while POET sits seamlessly underneath to maintain one shared digital record. Every decision, comment, and status change is governed, auditable, and visible to both parties.

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The investigation concludes, the exception is resolved, and the root cause is confirmed as an overshipment. At that point, CK Health simply initiates a return with a single action. Because TraceLink already has visibility into what was ordered, billed, and shipped, the return is automatically triggered without breaking the operational flow.

The return is initiated, the exception is closed, and business continuity is preserved. Both companies now have end-to-end visibility beyond their four walls, with operational control, shared accountability, and a complete system of record.
That's the power of TraceLink's flexible modes of integration—not just connecting systems, but orchestrating collaboration, decisions, and outcomes across the network.

Shabbir Dahod

So, that was the ability to weave together a scenario in which you had a serialized shipment. There was an exception to that. You were able to collaborate. The other party was using email, so they were responding by email. You were there using POET. With the full UI, you were able to see the information, you're able to respond.

They get the email response, they reply to that, it shows up, and then you're able to then go and be able to do the return and be able to submit that in MINT. So the ability to execute all that in a single platform, you'd have to jump around to different platforms, you'd have to jump to the email and copy and paste stuff over here and there, and it's fully auditable.

So it's there, it's recorded. If for some reason this started on Monday morning, the person was sick on Tuesday. Well, their team members can come here and pick it right up. They see it. You didn't have to go to find their email box. Somebody was calling them. What happened? Please resolve this.

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It's all in one place. And so now teams can look at it together so you can pull together the people that are receiving, the people that are dealing with returns and the people that are managing the supplier as well. And then you can have a report that can be there that can show you how many exceptions I am getting with a particular supplier.

And you can and you can share that report with them so that every, every, every time they go into office and they look at their compliance exceptions and there'll be a report there as a dashboard, they'll say, oh, you've been consistently giving me exceptions every week, five times. So it's going up. They'll see that.

You'll see that built in. You did that one report once. And you don't have to do that for every supplier. You just have one report once. And every supplier just sees their information and you get to see across everybody. Okay. So this is the power of having a single integrated platform.

And so with MINT, we started with a few transactions. I know sometimes we talk to all of you guys with a bit of an early head pop you ask and there may be an end but now we've, we've filled it out. Right. So we have the ability now to digitalize any orchestration on any side of this.

So whether you're a manufacturer that's a contract manufacturer or you're a pharmaceutical company, all the transactions that you need to be able to digitize with each other are available. And we actually have customers right now implementing it live with it as well. Same thing with logistics. We have all the logistics transactions that you need.

So in a single place you don't have to go, oh, I have to buy that logistics system or I have to buy this external manufacturing system, or I'll have to go buy this transportation system. No. One place you can visualize all your transportation orchestrations, one place you can do all the orchestration transactions. And so now you have a single platform which doesn't exist anywhere else in the world.

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As far as I know, they can support all the transactions end to end. And so now the beauty of that is then you will, as you'll see later, you can also then have end-to-end reporting and hand dashboards. And you can have one place where they're the head of the supply chain or you are responsible for the region or you're responsible for a particular product.

You have the ability to control who gets to see what, and you have the ability to control the permissions on that. And your ability to collaborate with your partners through this is incredibly powerful. And the industries recognize that. So in a very short period of time, we started with a handful of very, loyal customers. And then we ended up growing that we have over 90 plus customers.

And that was a really big part of that is that those 90 plus customers have licensed over 1500 links. And so we're in the process of implementing these links. And as you see, it's in every orchestration. So we have transportation orchestration going. And you see a mixture of both farmer companies and partners like Maersk, DSV, others that are also going live.

So you have the combination. Those to us are very valuable to you. Right. So let's say one of your partners in the industry, another farmer, and a small company uses Maersk. Well, they've already onboarded Maersk. You can now use Maersk because Merck is already onboard it. That's the beauty of the network. That's the beauty of them being pre integrated commerce.

That's actually going extremely well for us, especially in the US. Very quick. We're able to onboard very quickly. We have McKesson, Cardinal, AmerisourceBergen or Cencora. And many others now are already integrated for multiple transactions. Both the order to cash as well as the inventory as well as chargebacks and logistics. We have multiple canonical logs integrated into go-live.

I believe now, and, working with multiple pharmaceutical companies, obviously in manufacturing, the beauty of manufacturing is that we've got both sides. We've

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got PCI, obviously one of the larger contract manufacturers that has adopted us that's onboarding all their customers and clients. And on the flip side, we've got Merck and Fresenius, who are also onboarding their CMOs.

So this is the beauty of the network. Right? And that we've been able to get each one of these orchestrations live in a very short period of time. And the transactions are flowing and growing at a very fast rate on a weekly basis. One of them is going to make a really huge investment in basically betting their company on us here pretty soon.

So let's kind of see there's so many different demos we could do because there's such a vastness and MINT, we thought chargebacks is one that might be of most interest, to the audience here, but we could do anything you'd like because we got them all lined and they're all working. But there's a very good chargebacks, little video

Demo Narrator Voice

In the US pharma market, the chargeback process remains one of the most critical—and frustratingly complex—hurdles for manufacturers. Traditionally, the focus has been narrow: just getting the EDI 844 (Request) and EDI 849 (Response) to work.

But to truly master your Gross-to-Net deductions, you need a holistic view.

At TraceLink, we look beyond the basics. We incorporate the full transaction lifecycle—including Orders (850), Shipments (856), Invoices (810), and Price Authorizations (845). By capturing the entire flow, including returns (180) and price catalogs (832), we give you a clear handle on your revenue leakage that simply wasn't possible before.

The biggest barrier to this visibility is usually connectivity. TraceLink

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solves this through our established network. We've successfully on-boarded the Big 3 wholesalers—McKesson, Cencora, and Cardinal—along with Tier 2 wholesalers like FFF and HD Smith. This allows new customers to activate quickly and begin exchanging data in days, using the systems and formats they already rely on.

One of our key differentiators is that we don't treat EDI as 'dark data.' Every transaction exchanged on TraceLink gets a User Interface.

And every transaction is available for reporting and dashboarding.

Imagine a single dashboard where you can triangulate:

- **Total Shipped (856) vs. Total Chargeback Requests (844).**
- **Total Quantity Sold (852) vs. Resale Reports (867).**

Through our low-code/no-code capabilities, you can build custom reports to resolve disputes instantly. For example, you can create a 'Discrepancy Tracker' that flags 844 requests that don't match 849 responses, or perform a deep dive into 852 Inventory Trends to reallocate orders and balance your stock across the country.

What lies ahead is even more exciting. For the first time, TraceLink allows you to overlay serialization data onto these business transactions. This creates a level of 'Actionable Intelligence' that was previously impossible, including:

- **Batch-Level Accuracy: If a batch was split and sold at two different WAC prices or on different contracts, serialization data identifies exactly which unit owes which chargeback amount.**
- **Protecting Margins: You can identify 'Fire Sales' or one-time buys processed below WAC to ensure you aren't being overcharged on chargebacks.**

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As we roll out Agentic AI, extending and enhancing how teams use POET (Process Orchestration for Empowered Teams), the platform won't just report discrepancies—it will identify them in near real time, initiating the dispute and resolution process automatically before they become a bottom-line problem.

Shabbir Dahod

So once again, what you see there is that there's a range of transactions that are valuable and important to visibility on, and the ability for you to then be able to have dashboards that you can visualize what's going on, see the trends, drill into any particular transaction, see how it's related to the others, and click on that. And then also then be able to trigger any sort of an exception or process that you want to do with POET to deal with that dispute, you can trigger a dispute.

So hey, I'm not not happy with this. They give me an email, you can track that, you can store that. And now you can also measure the number of disputes you've had and report on that as well and share that with your customer as well. So again, you have to always think in an integrated manner. I know we've all lived in a very siloed manual world, but when you live in a digital world, you can really integrate all of these processes together, and then you can track them and you can learn from them.

And again, that's what I will do over time, as you build up this knowledge and this information, then the AI can leverage that and may even say, well,with this supply on this product, it always seems to be a problem. So maybe there's some additional investigation I always want to do. And in dealing with that supplier on that product, the agent can be able to do that on an ongoing basis.

And we'll show you how you can set that up.

Now let's dive a little bit deeper on POET. We talked about it a few times already. But we know this is the world, that's out there where you've got people that are

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really superhuman. I mean, I meet some of these people, they're just heroic, making sure whether it's a shipment that's going out there and they're out there looking to see has that flight arrived yet? Will it make it or not on that shipment? Getting the logistics information, calling up people. Has that shipped? Is that production already occurring or not? Is there a deviation to this? Prioritizing which batches should go, where to put the packaging for what country.

We've got people in this industry that are actually really superhuman, but we've given them very primitive tools. And now I think there's opportunity with POET where we can actually design exactly the right type of collaborative solution in a no code manner, and soon in that agentic manner that will enable you to provide them and create the collaborative process that they can then use for managing all their communications, their collaboration, their information, integrating it all together and then being able to remain more productive as a team, a team within the organization and a team across organizations as well.

And that's really our vision for POET. We have the ability to really drive this level of people-to-people collaboration and integration. So we'll do a quick demo on that.

Demo Narrator Voice

With the OPUS Solution Environment, you can build and deploy custom workflows on POET in just hours, dramatically reducing time to value.

In this example, a manufacturer flags a compliance violation during procurement due to a mismatch between the forecast and the actual delivery from a supplier. POET captures this variance through a structured change request process, giving both parties a clear, data-driven view of the issue.

And here's what makes it truly powerful. This entire process was designed and deployed using OSE's intuitive low-code editor, making it easy for business users to turn ideas into action without writing a single

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line of code.

We're looking at two supply chain members collaborating within the system, leveraging integrated master data pulled from the enterprise's control vocabulary, ensuring consistency across reports and logs.

Everything from notes, decisions, to resolution status is logged, auditable, and visible in real time via POET's dashboards. With instant notifications and deep visibility into lifecycle progress, no update is ever missed.

With this approach, POET doesn't just automate a process, it brings clarity, speed, and accountability to even the most nuanced operational issues, empowering your teams to make faster, smarter decisions in today's complex pharmaceutical landscape.

Shabbir Dahod

So what you saw there was a simple process of change management, which I know all of you probably say, well, I built my own custom solution for that in the access database sometime in the year 1995. Right? So I had to move beyond that because that's a siloed data. Now, you wanted it to be integrated. You want to be network capable.

You want it to be able to work across your partners, across your company. And that's really the opportunity for it. And what you saw there, which I want you to keep in mind, was a change management solution in POET. So in bold you can build any number of collaborative solutions. It was built through no code drag and drop done very quickly.

Probably days is my bet on the UI part. The spec part is always the part that took longer, and were able to deliver it. And we are building out a catalog of these solutions. And you'll see some of our partners that have built out some of the

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solutions as well on POET to enable visualization of these processes.

We really view this as an opportunity to enable the industry to be creative, to be able to create the processes, the collaborative processes that are appropriate for their businesses in their company. And so we see a full range. We will provide what we believe are the good basic capabilities that can be out there that you can take and enhance and improve on.

But we also believe there will be a large partner ecosystem that will build very robust ones at some point. They may even be a marketplace for them to sell them. So again, what are we doing here? We're trying to digitalize those processes that are not digitized, centralized information. That is not centralized sharing information that is not shared.

That's the constant theme here. And we know that if we do those three things, then we can improve the performance of the people, improve the performance of the processes, and improve the performance of the business, and hopefully improve the performance of the lives of those people that are in your business, too. So, the challenge is now, okay, you got all this data in POET and MINT and track and trace, and it's really Reports & Dashboards that brings it all together.

Right? So you have the ability now to say, hey, instead of all this information just being in different apps and systems, you can look at all the different reports and dashboards that are possible within an orchestration and across these different applications now have the real time visibility of what's happening in your organization.

We have 150 pre-built ones. Some people here worked really hard on it. I don't want to diminish it, but it wasn't an army. Right. And because it's all pre-built using drag and drop, you can build them right? There's nothing special about what we did. It's the same tools that we use that you can use.

We expect there to be thousands. You can take these, you can configure them. You

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can customize them. And you'll be able to have better real time visibility, ability to action, ability to gain insights and the ability to resolve at a faster rate. And this is how your business will improve on all those measures of revenue. Agility, working capital, because you'll be operating on real time information.

And we have a case study that will go in at the end of a fairly robust use of reports. And dashboards really push the limit, which we like. The volumes of it to handle the complexity that we have to handle. And we'll and we'll and we'll talk about that as well after this video.

Demo Narrator Voice

Creating rich visualizations with your data is easy using the Reports & Dashboards builder.

Start by defining one or more transaction types from which you want to return data by selecting a query object. Then shape the report by choosing the appropriate process network, partners, data ranges, and selecting the data fields you want to include.

The report will instantly populate your MINT data and you can further refine.

Using these purchase orders for example, one can sort by expected delivery date to prioritize incoming shipments and ensure you're prepared for the most critical deliveries. Group by purchase order to view all related items in one place, making it easier to track order progress and avoid missing or incomplete shipments.

Aggregate product quantities to get a clear overview of total order volumes, helping you align inventory with demand and avoid overstock or shortages.

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And compute expected lead times by adding a calculated column to your report. With this, you can easily track how long each order is expected to take from placement to delivery. This helps you track supplier performance and adjust procurement strategies to meet delivery timelines more effectively.

Next, bring your reports to life with the dashboard. It's as simple as drag and drop. Easily arrange reports side by side or layer them to create a comprehensive view of your data. Whether you need charts, graphs, or tables, the layout is fully customizable to suit your workflow, and as new data flows in, your reports will automatically update, ensuring you always have the most up-to-date insights at your fingertips.

This gives you an intuitive, real-time visualization of your data, designed to help you quickly spot trends, identify disruptions, and make informed decisions.

Shabbir Dahod

There is a lot of power there. I think we barely scratched 2% of the features there. There's the ability for you to do like, dashboard filters so you can create a report, you can say, okay, I want it to be specific to a particular material, specific partner, and everything will get updated.

You can create these reports and put them in the context of your orchestration with your partner. So let's say you work with transportation providers. And you take some of those reports and you say, okay, I want to have this constant dashboard I share with all my partners. But you just create that once you put it in that shared area between yourself and your orchestration partners, and whenever they log in, they only see the data that is in that report for them.

So there's complete authorization. So again this is incredibly powerful. You create this report once you go ahead and you share it. And they only see the data that's

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relevant to them. So if you got let's say in some cases some of you have hundreds of CMS or thousands of customers or at least 40, 53, please imagine trying to do distinct reports for each one of them and being able to manage all that data and deal with that.

You don't have to do that. You just create your report, your dashboard, and you can share it. You can also then say, okay, if you have different people with different roles in the company that need access to different reports and dashboards, they can create them. It can create them for them. A business user can create a business analyst and create that for them, make that available.

And now they have those very specific reports that they need. We're managing that transportation provider or for managing that particular CMO relationship or for managing that particular customer. From a customer service perspective, you have the ability to and it's all flowing off a real time flow of information going between your partners and your internal systems. And some of you may have one, more, one or more systems this information flows into as well.

So that doesn't matter as well. So, one of the things we'll do is really look at one of these use cases here, which is really around the end-to-end distribution use case here that goes between an MAH or 3PL or CMO, and a carrier and a freight forwarder.

They're placing an order, and it goes out to the CMO. The CMO is in a different part of the world, right? Ones in the US are the order, the CMAs in India somewhere. They have to make sure that they deliver that on time, in full.

Otherwise there could be, obviously, revenue loss, that could be fines associated with that. And they need to make sure that they have the ability to have visibility into every step of that, because any step along the way will incur additional cost. And, potential challenges with having their product available to your customer.

And so there can be charges. And there are people doing this right. There are

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people constantly looking and calling people up and saying, where's my order? Has it shipped yet? Where's my order in the ocean? Has it arrived yet? You guys know. That's right. Is it on the dock?

Can I go and tell the trucking company to come pick it up? Okay. Did it reach? And there are people that are constantly chasing this day in, day out. That's their whole job. And the challenge that was posed to us is we want to digitalize all of that because we want to have real time visibility, because it's going to make a clear difference in our business.

These are just some of the reports that they have now, real-time reports. They do massive volumes. So it's a lot of data that we can handle. It took a little while to fix some bugs, but we got through it.

And they're able to have order delivery visibility, so that they can verify the order details as they go out. They're able to have tracking through the transportation, and they're able to look at and analyze lead time shipments. They are able to have reports. So the next time when they're about to take an order from a customer, they can look up and say, well what's my lead times been?

What is actually in transit right now? Can I actually accept this order and obviously people always want to accept orders, but they don't see the other side of that when you don't fill it. And so this will enable them to have complete visibility. And our understanding is that the CEO of the company is going to have these reports on, on their desk every day too.

So, that'll be exciting for us as well. Make sure that all works well. So this type of capability is just looking across one swath in one region. But we believe that this will have a tremendous impact on this company's ability to be able to get more market share to lower their costs, improve their inventory levels, and improve their working capital.

That's what they see as the opportunity. So now we'll kind of switch into agents. So

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imagine a world that's digitalized or getting more and more digitized. And we have a specific point of view on agents. Our point of view and agents is that they're a companion. They're not a replacement, just like everything else has been. I'm old enough that I remember and use punch cards.

My interaction with a computer was a punch card. And you took a stack and you submitted it and you prayed and if something if it came out right, that was great. Then we had the big advancement of guys. My interaction with my computer was my guy, right. Was a very early Mac developer. Windows developer was not as great as it is now.

But then our interaction became mobile, right? It's on our phone. We believe agents are now your companions. It is. It is a companion. It is a thing that you will have with you. It is yours. You will work with it. And maybe you work with 5 or 10 of them, just like some of you probably have 2 or 3 computers, 2 or 3 mobile devices, sometimes even, and so you will have multiple agents.

These will be experts. These are people that will be walking around with you that are experts in different domains, that will be helping you do your job and, and elevate you. Right. One of the stories I like to tell and I'm going to ask you guys is, do you guys know where the term computer comes from?

You don't have to answer. The term computer comes from an actual job. So back in the day, before there were computers, there were actually people that computed. So they were in buildings, a large number of them were handed hard problems to compute, and they would sit there computing and calculating and coming up with calculations and equations to solve.

And then when they say, oh, we've got a computer, a digital machine that can do this, that's what they thought they would call it. So, think of an agent as someone that you work with that is another member of your company and your team. And so that's how we've designed agents. The way we've designed agents is not

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something that's ephemeral.

And off to the side an agent is actually talented in your company. So they are users. I would say agents are users too. So just like you have a user and you get that sign with roles and permissions, you can create an agent in the office and you can give it a role and permission, just like a user and everything it does has an audit trail.

And our agents also get what we term as an agent profile. And we'll go into that in the next set of slides as well. So when you create these agents, they can be assigned to human managers. So you will get a set of agents to work with. There will be your partners in executing your job, and they will take on some of the work that you're doing right now that is repetitive manual, etc., and they will be able to do that for you and you will review their work, approve it, and interact with them like you would interact with a computer.

You will interact with an agent, and that agent will then help you become much more effective and productive, and hopefully help you use your bachelor's and master's degrees that you've got more effectively and actually thinking at a higher level, and being able to now execute as a higher level versus having to do the, the, the kind of common work.

And so the agents can be constantly listening. So as the purchase order comes in at the Nielsen comes in and the agents are able to listen to what's going on, you can tell them what to listen for and what to do when the information shows up, or an exception shows up. And what the agent does is that we have created what we termed as the OPUS brain.

And the OPUS brain, which is the agent's brain, has the ability to reach into OPUS and look at what we would. OPUS is built with metadata. What is metadata? Metadata is data about data. So what is the data? We have purchase orders, invoices, shipments, commissions. So all of that is fully described in OPUS. So the

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agents have the ability to reach in and have that knowledge of OPUS, which is the knowledge of your supply chain objects.

The other thing we've added in the OPUS brain is for every object we've created, what we term as a meta reasoning artifact, which is really the purpose of that object. What is the purpose of a purchase order? What is the purpose of an advance shift notice? How is it related? What are some of the guardrails around it? And so the how and why knowledge is also completely discoverable by the agent and the other lab.

And so what happens is that when an agent needs to execute its job, it will.

Be able to reach in and learn and then be able to go out to the information sources that it needs. Again, within the guardrails. You said within the rules and permissions. It has to then do the job so it can learn about those objects, learn about the purpose of those objects, and have its own intent and objectives it will get into.

In order to execute that, you'll be able to say, okay, I need to understand that purchase order. They went out to the CMO. I need to look at how much inventory I have at this 3PL, I want to look at the status of the transportation, and I can look at all that information in order to do my job.

Sounds familiar. That's what you do. All those tiny, repetitive tasks that you do. Or is that plan on time? Has that shipment come? When this asset comes in, let's do a three way match to make sure that we've got the right amount.

All those tasks can be completely described. That agent does. And how we do that is every agent is defined by its intent which is described as its primary business purpose. If you give it a set of objectives, you said these are the measurable objectives and outcomes that I want you to achieve. In order to do those objectives, you define the tasks that need to be done in order to achieve those objectives.

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In order to execute those tasks, it has a set of decisions and rules that it needs to follow the guardrails you set up. Well,what are the reasons you can't do it? And then there are metrics that will be created as to how that agent's performing. So what we've done is we have personified agents, we've given it a purpose in the enterprise, and we've given it the ability to fulfill that purpose through access to information and the access to events that are occurring in your enterprise.

And there are no-code agents, and you don't have to write JavaScript code or Python code or anything else. You're just describing it. Right? So, you would just say, okay, I want you to manage file inventory, aggregate demand, trigger any order, look at the days of inventory on hand. That's the decision to make the rules to make those decisions.

So what we're going to do. Remember that change management solution you saw? Well, the dev team that's building these agents said, hey, let's see if we can build such a solution without any coding at all. There's no drag and drop. Just describe it. So what you'll see here is a demo of our dev team using an agent to build a solution.

Demo Narrator Voice

In the OSC, the solution designer now sees the open assistant. Engaging the assistant opens its profile page with clear objectives and tasks. Engaging an objective brings up its homepage because a designer can manage multiple solutions called objective targets. The assistant also provides a view of all objective targets in one place. From here, they select an objective to create a new solution, which brings up the related tasks.

When you select a task, you simply provide your requirements directly to the assistant. Instantly, OPUS Brain analyzes what's needed and dynamically generates the perfect interface in response, and it doesn't

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stop there. OPUS brain continues its work, translating requirements into detailed specifications for business objects, experiences, and roles, presented clearly for your review and approval. The brain even suggests a solution name and description.

You can tailor them to your vision or approve with a click, and then watch OPUS generate your complete solution in moments. Next, the brain automatically creates business objects pre-built with the right fields based on your specifications, and together with the assistant, you can refine them instantly.

When it comes to designing user experiences, the brain goes even further, automatically creating network pages for your business objects.

What once took drag-and-drop builders now happens seamlessly through intelligent automation.
The assistant completes the solution, assigning roles and setting policies automatically so every detail is captured.

And throughout you remain in control. Navigating tasks, refining details, even switching context across solutions. Then, when you're ready, the assistant releases a fully built solution. Ready for action.

That's it. The brain has created the solution.

Now your users can create change requests, view them, and edit them instantly.

Shabbir Dahod

So what you saw here was the ability for us to basically build a change management solution completely with just describing it. And what you saw was the interaction of the human with the agent, right? That UI was a full graphical user

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interface in which the human said, oh yes, these are the right fields. These are the right pages. This is the right set of permissions.

I accept that the human had an opportunity and everything that's done is in the audit trail so that you can track everything that the agent did with the human approval, so that you can go back and see who did what. And it's pretty amazing. And this actually now feels old because this was the demo from four months ago.

And we're about to ship this in two weeks. So what we're doing right now is we're actually working with customers to define agents that we'll have. So the agents will be in our catalog just like solutions. We'll have a whole set of profiles and you'll be able to use those profiles, modify them. But it's very straightforward. What you do is you just say, okay, I've got an agent for its purpose.

I'm just gonna describe it. And sure, production lines, all the materials while optimizing, purchasing, which has cost and maintaining supplier compliance, that's it. That's his intent. What that does is kind of sets the role of that agent when you interact with it. And when the Lem decides how to use the brain, then you basically say, I've got objectives. I want to achieve on time delivery.

I want to control purchase price barriers, I want to prevent stock out incidents. I want to minimize your processing time. And you basically describe what is the objective here. I want to capture the purchase of a delivered on or before a due date with the goal of greater than 95% of the orders meeting this measured monthly.

You can write whatever you like, but you describe it, and the brain in an alarm is smart enough to reason about that and understand how to execute that with the set of tasks that are associated with it. So you can say, okay, here are the tasks that I need to go through. I need to determine the ordering strategy for the product.

I need to review the sales forecasting to monitor the inventory levels. And you

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basically describe what those tasks are. You're not coding, you're just describing the steps the person goes through. And then you make a set of decisions. You set decisions, rules, guardrails, but you're not coding anything. You're just describing it just like you would for any SOP that you would create.

And the beauty is that when you see that interaction, what happens is that the UI you see is very specific to that situation where the agent is showing you the information that is situationally correct. So the UI you saw was a completely AI-generated UI. You guys are all used to seeing text, right?

It could be some text. But it's actually graphical capabilities tables, charts all available to you in how the agent speaks to you. The agent speaks to you with controls. Hey, approve this. Select this. Pick one from here. Look at this chart as information that will help you make the decision. And the agent will generate the user interface that's appropriate for that situation.

So you don't have to go there and think about all the potential situations and try to create all the UIs for it anymore. The agent will create the right UI for the right situation, so you can make the best decisions at that moment in your task. And so I'll show you the updated user interface to kind of walk you through it.

So basically, you can be in object mode, which is the traditional kind of UI mode, objects and screens and so forth. And you can just say, okay, for that particular solution, I want to switch to agent mode, and then you can go directly to an assistant, in this case Amadeus. And you can see that context. Okay, I'm in the middle of a particular objective or creating a new solution in the task.

And that's the session I'm in in interacting with the exploring task and outcomes for creating a new solution. And then you can just interact with it here by talking to it either by text or in the future by voice. That's pretty straightforward. And then here is the agent's UI for you. Hey, here's some options for you if you want to use these options.

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And you can just keep having more and more exchanges with it until you get to the right thing. And then you click and then you can go in even deeper, right? You can say, okay, for that particular session, I want to create a new session on that particular task and continue to iterate on that. And then when it responds, you can respond in this manner.

So I know you guys are all used to seeing a bunch of text come to you from a chat interface. Imagine it's not text. It's a rich UI. Hey, here's your product categories. You can click on those and update the chart. These are all agentic charts and tables. So the agent created them. You didn't have to create them.

We think it's important for you to know here's a piece that was delivered on time. Here's my late delivery analysis. Here's my decision flow I have to go through. I'm waiting for your approval here. So, click on that. If you want to move to approval. And I can keep engaging and interacting with the agent.

If I need to upload some document, I can upload a document for the agent to evaluate in my current process. And so we are in the process of basically defining dozens of these hundreds of agent profiles. And we're working with customers to do this right now. We're hoping that there will be a meeting just by working with everybody to define these profiles and that these profiles will then be available in the catalog.

But we intend that most companies will work with their partners, work internally. And what we view is that, it becomes more of a talent manager, right? You are no longer just managing systems and information. You're actually managing talent because you're going to be refining these profiles. You're going to be improving on them.

You're going to be making them more specific, more effective, and you'll be growing the talent in the company to a massive level.

And so, we see that the future is right here. It's not even around the corner. It's

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here. And the opportunity we have is that real time accurate data with metadata and and metadata reasoning as the foundation and that we can transform this industry, the pharmacy industry, together. And, and we think that the best way to approach this is to really kind of create what we terms of agentic business solutions.

And so it will kind of walk you through an example of one to wish you a quick video of it. But what we want to do is look at a particular process, let's say like procure to pay within external manufacturing. And then we want to look at how we look at the transactional information that needs to flow, that needs to be digitalized.

What are some of the people's processes that need to be digitalized? What are the specific reports and dashboards that you may need in order to be more productive internally and with your partners and then define the agents, and then you kind of go deep on that and you are able to now take that agentic orchestration solution and be able to bring that to life.

So again, we're not looking to boil the ocean. We don't want to say, hey, bring all your data in, put a data lake, and then we'll get started. That's not the purpose here because you pick something, do it, make it successful there. You could take different processes, different orchestrations, and you can map your own journey as to how you drive value.

And so here's a quick example of one. We were working with the customer on the procure-to-pay digitalization.What is the value of an agentic business solution? What are the customer business challenges? And then, how do we get it done? What are the processes, reports, dashboards and agents that we want to build and evaluate.

And so we'll kind of give you a quick demo of how to get started with an agentic business solution. I know my time's up, but I hope they can go over okay.

Demo Narrator Voice

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Let’s walk through a real manufacturing scenario between an MAH and a CMO.

Linkiva Pharma is the MAH. Bridge Pharma is one of their contract manufacturers.

Linkiva creates a purchase order covering three products needed to meet upcoming demand. That PO is sent to Bridge Pharma through TraceLink.

Bridge Pharma responds with an acknowledgement but only for a subset of the ordered products. They’re unable to commit to the full quantities within the required timeframe.

TraceLink automatically detects this mismatch between the purchase order and the acknowledgement and creates a manufacturing incident. No manual review, no spreadsheet reconciliation.

This incident immediately appears in Linkiva’s Procurement Insights dashboard, giving the procurement team full visibility into what changed, which products are impacted, and which partner is involved.

From here, Linkiva collaborates directly with Bridge Pharma on next steps assigning the incident, tracking updates, and maintaining a single, auditable record of the conversation. The incident is worked through to closure with clear ownership and governance.

At this point, Linkiva learns that Bridge Pharma cannot meet the anticipated demand. To protect service levels, the procurement team manually proceeds to create an additional purchase order with another CMO to cover the shortfall.

That’s the reactive model fast, structured, and far better than email, but still dependent on human intervention.

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Now let’s look at how this evolves with TraceLink’s AI agentic orchestration.

With agentic orchestration, the same partial acknowledgement still creates an incident—but the agent also evaluates demand urgency, inventory levels, manufacturing constraints, and historical resolution patterns.

Instead of waiting for the procurement team to decide the next step, the agent proactively recommends next best actions such as creating a purchase order with an alternate CMO, adjusting the supply plan, or rebalancing inventory to reflect real-world constraints.

These recommendations become part of the procurement team’s workflow—governed, explainable, and aligned to Linkiva’s service level targets.

The result is a shift from reacting to supply issues to continuously orchestrating outcomes while staying fully compliant, fully auditable, and always in control.”

Shabbir Dahod

With agentic orchestration, the same partial acknowledgment still creates an incident, but the agent also evaluates demand, urgency, inventory levels, manufacturing constraints, and historical resolution patterns. Instead of waiting for the procurement team to decide the next step, the agent proactively recommends next best actions, such as creating a purchase order with an alternate CMO, adjusting the supply plan, or rebalancing inventory to reflect real world constraints.

In working with our customers and prospects, we've done many of these, business cases, business value analysis. And this is some of the results of those business value analysis that again, yours may be different, may be higher, might be

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different focus. But when you go back to what I said earlier, right, about how we reduce inventory.

Well, they're seeing that in many of these cases by digitalizing. And then later on putting the agentic capabilities 8% to 15%, imagery reduction, avoidance of unplanned costs, accelerated time to market, for a CMO. You can read through all of these, but you can see that there is significant opportunity for us in this industry. And my belief, again, in our own business, I can just share with you that we are adopting AI agentic capabilities fully and we anticipate a 10X improvement in our productivity.

And we anticipate both revenue growth obviously, as well as margin expansion because of our own use of AI internally. And our own use of AI will be an OPUS. So we plan to use OPUS and hope as agents to make us more productive throughout our full R&D organization and then our services and support organizations, eventually our sales and marketing organization as well.

So we're going to be on the forefront of using it ourselves. We believe that partnering with you is what we all need to do together. We're all learning. We're all very early, but we're also very late at the same time. Right? We're early because we haven't felt the ramifications of not doing enough.

But we're late because those ramifications are going to come quickly. They're not going to come slowly, because anyone who captures this and moves ahead will be like Amazon to Walmart or Walmart to your general store. That's what's going to happen. And that's why you're seeing all the markets react the way they are, and you're seeing all the different changes happening in all the different industrial areas, whether it's in the manufacturing areas, retail areas, service areas.

And the change has just begun. And I think that we have an opportunity to work together to lead the change versus being impacted by the change. So thank you.

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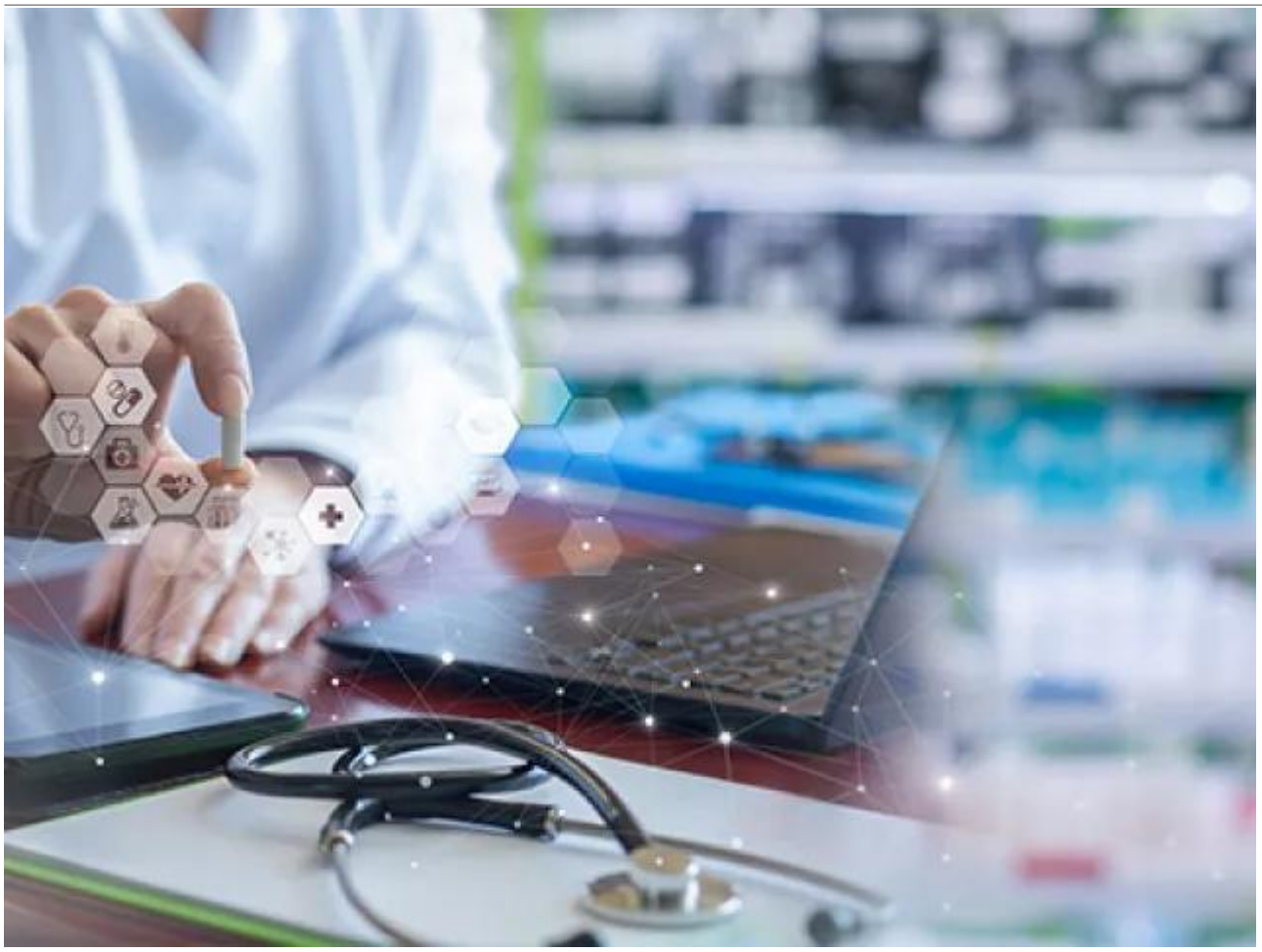
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