

BRÜCKNER
GROUP



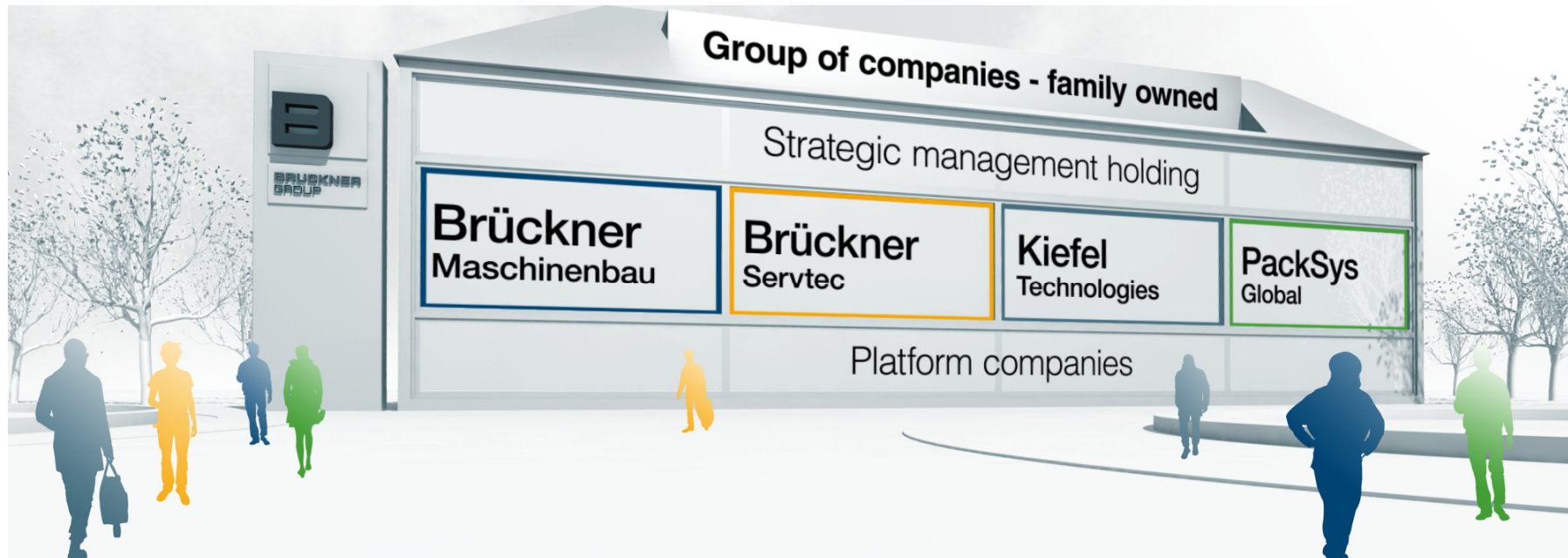
**BE PART OF THE TEAM –
GLOBAL PAYMENTS WITH
BELLIN/SWIFT**

RUST, 15.03.2017



Family Enterprise Worldwide

The house of Brückner



Brückner Group Profile

Key facts



Group of independent and strong machine building companies



More than 2,300 worldwide



Siegsdorf, Bavaria

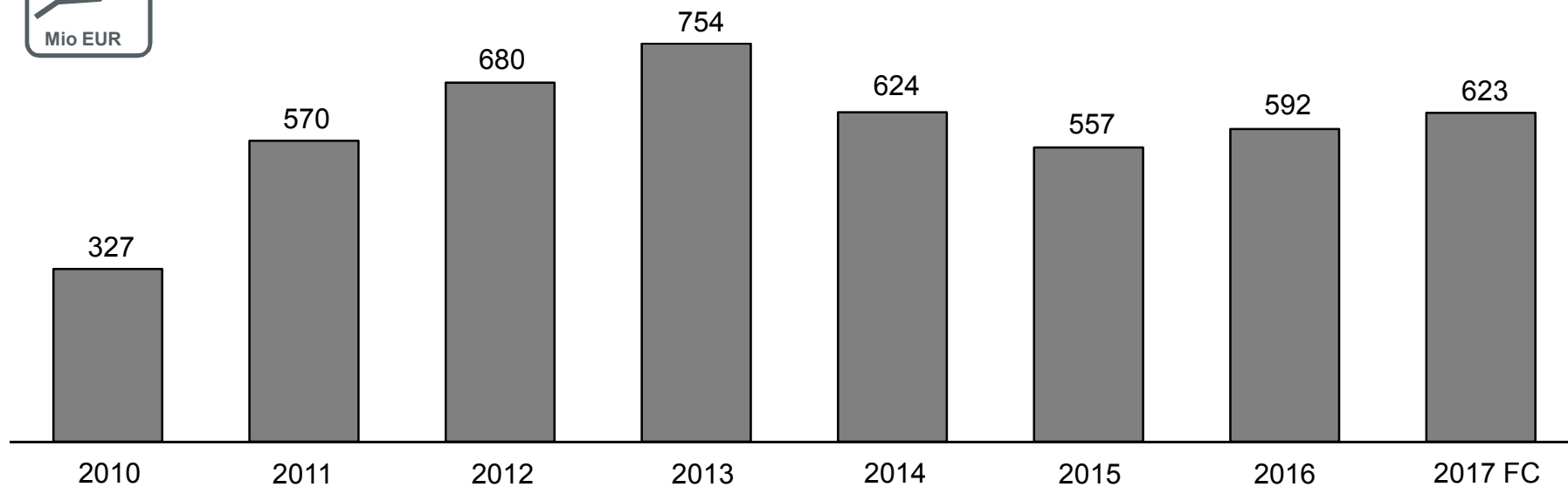


1960



A Strong Group in a Volatile Environment

Sales development



Be Part of the Team- Global Payments with BELLIN / SWIFT

Main reasons to start a global payments project

Perceived lack of immediate transparency on payment outflows

- Full visibility and control of payment initiations
- Full visibility of acting individuals
- Heterogenous system environment (too many systems, banks, tokens etc.)

Main goals of the project:

- Independent platform + safe transmission channel
- Leverage benefits from new possibilities
- Minimize risk through structured processes
- Operational excellence
- Achieve synergies

Project approach

Initial preparations and definition of status quo (Q1 2015)

- Initial review and presentation of LM Payment (BELLIN-Consultant Richard Gsell)
- Decision to engage an external consultant to ensure structured and transparent decision process
→ Selection of Martin Schneider / TOMATO AG
- Engagement of all affected subsidiaries with a uniform questionnaire
 - Existing processes, procedures and usances
 - Volumetrics
 - Systems and formats
 - Countryspecific local practises and specialities



Selection process

Internal analysis, Request for Proposal, Decision process (Q2, Q3 2015)

- TOMATO AG reviewed and analysed the received internal questionnaires
- Go-decision for the Global project was given by senior management
- BELLIN provided detailed offers for the required modules
- Bank selection process commenced
- Final decision to select three banks (regional focus) and SWIFT as the sole delivery channel



Payments and football???

Be Part of the Team

- A robustly selected squad is the prerequisite to play a successful game and win
- The „players“ need a good guidance and support from the bench
- The game plan needs to allow flexible attack as well as defensive moves (payments, account information, intraday updates, FX contract confirmations)



Setting up of the implementation project

Kick-Off, contractual aspects, technical integration (Q4 2015, Q1 2016)

- Kick-Off Meeting involving banks, BELLIN and TOMATO
- Implementation of LM Payment and the BIC-application
- Assignment of BIC **BGGMDE7S** and technical integration of link between Brückner and SWIFT
- Closing of SWIFTNet-agreements with banks
- Integration of links between Brückner and relevant counterparts



Test and Global Roll-Out

Final lap (since Q1 2016)

- Treasury:
 - Account setup
 - Authorisation tables
 - Transactiontypes
- Intensified Testphase
- First countries Live on 4. May 2016
- By now 20 companies in DE, CH, AT, CZ, SK, US, CN, HK und TH live (> 90 % of payment volumes)



Why SWIFT only?

Train of thought of Brückner Group

- Reduced complexity through a single, reliable communication link and connection and one selected container format:
ISO XML 20022 (pain.001.001.03)
- High level of resilience due to high level of standardisation enabling a flexible banking strategy
- Cost efficient BELLIN solution
- Corporate Seal enabling secure delivery and receipt of files, whilst minimising complexity (*acting persons monitored in LM payment*)
- Further considerations in the context of SWIFT-usage:
 - FX confirmations via MT300 (already implemented)
 - Medium term outlook - Trade related messages available via SWIFT (guarantees as well as L/Cs)
 - Direct receipt of MT9xx information without a middleman (bank)



Lesson's learned

Game review

- Goals of the project have all been achieved
- A very beneficial initiative for Brückner Group and Treasury in particular!

However – it only works if:

- Necessary capacities are being made available to buildup the know how and cover the necessary activities (whether internal or through external consultants)
- A good communication culture can be establish in the project team across departments and timezones
- Any existing payment process can be reviewed in detail and changed to achieve the goals of the project / the creation of a single payment governance is key
- Full senior management support is present and the necessary funding is provided



The way ahead

After the game is before the game ...

- Consolidation of all feasible communication interface into SWIFT
 - Trade related messaging
 - FX related messaging
- Continuous review of the processes and leveraging of efficiencies
- ...



THANK YOU!

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