

# DRIVING WORLD'CLASS TREASURY TRANSFORMATION

26 JANUARY 2016 / BRUSSELS

**SAP**<sup>®</sup>



# Driving World Class Treasury Transformation

## UCB – The way to Treasury Excellence

26 January 2016  
G. Dumont



Vivienne, living with osteoporosis



Inspired by **patients.**  
Driven by **science.**

# Agenda

UCB at a glance

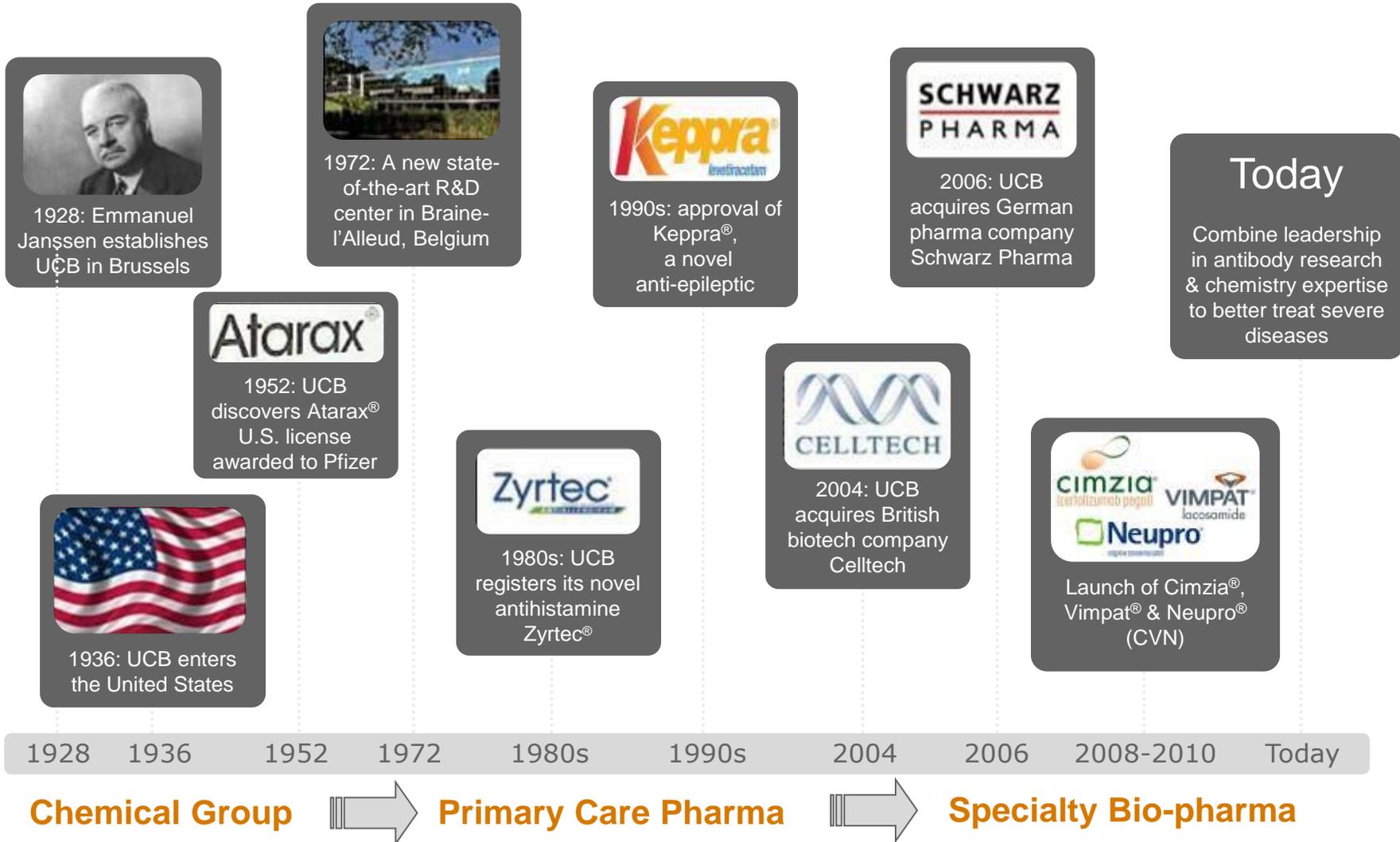
Treasury Systems

Operational Organization

Facts & Figures

Next Challenges

# UCB: reinventing itself, leveraging a solid heritage



# UCB: A patient-centric biopharma leader

Focusing on severe diseases in  
Immunology and the Central Nervous System

## Key facts and figures:

- Established in Brussels since 1928
- 2015 guidance:
  - Revenue: **€3.7 billion**
  - REBITDA: **€725 million**
  - Core EPS: **€1.90 - €2.05**
- More than **8 500** employees globally
- Operations in close to **40** countries
- R&D Spend: **28%** of revenue
- Strong pipeline ahead
- Listed on **Euronext**

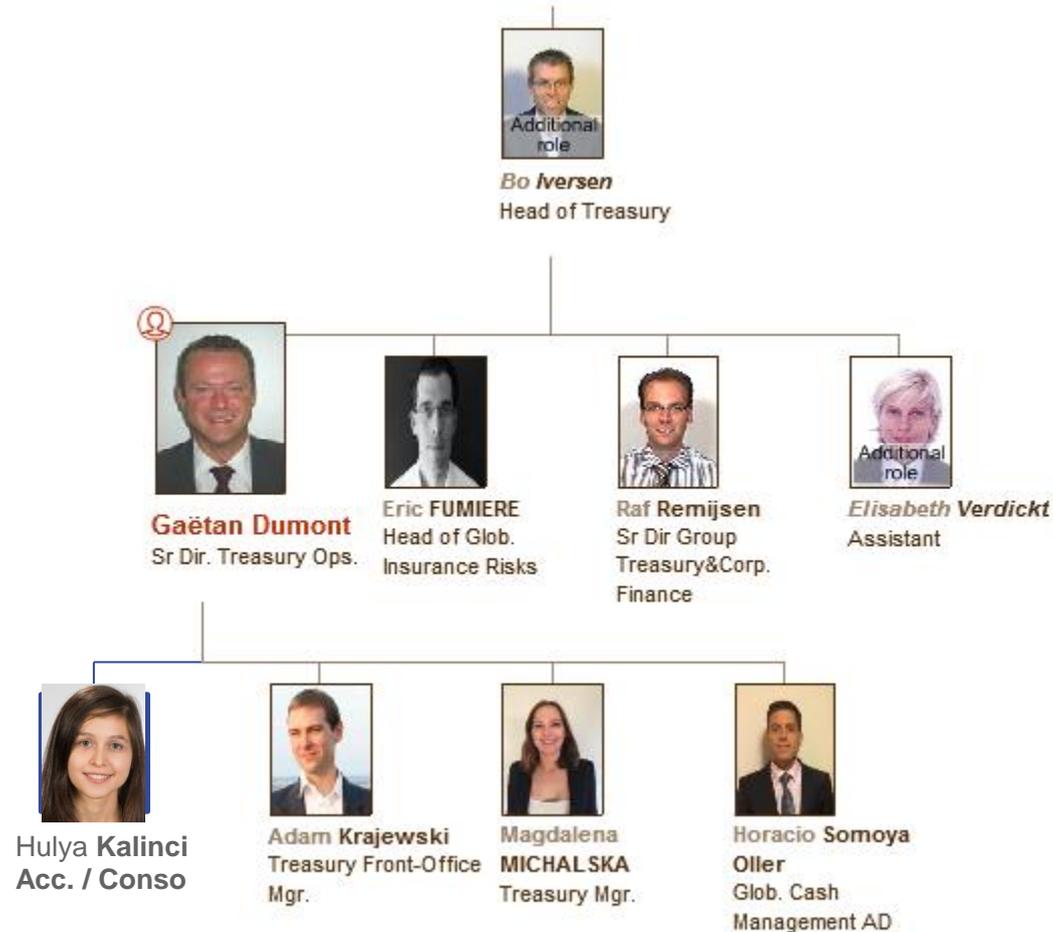


Deonna, living with rheumatoid arthritis

# UCB: a Treasury Team based in Brussels & Luxembourg

Brussels for Corporate Finance

Luxembourg for Treasury Operations (Group Treasury Center)



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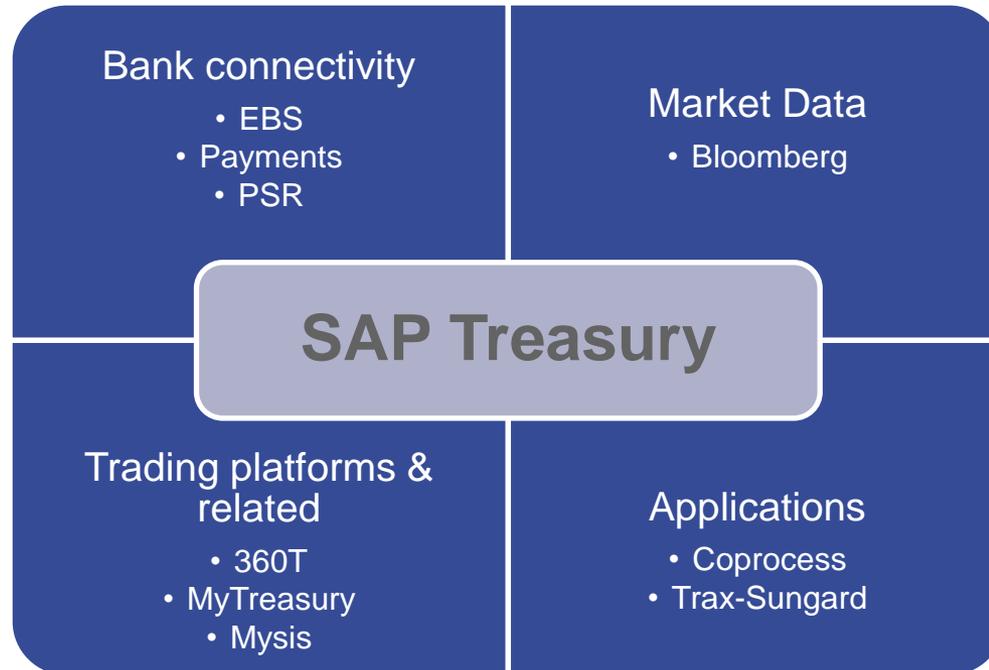
Treasury Systems

Treasury Operational Organization

Facts & Figures

Next Challenges

# Treasury Systems



# Agenda

UCB at a glance

Treasury Systems

**Treasury Operational Organization - Processes**

Facts & Figures

Next Challenges

# Treasury Operational Organisation & Processes

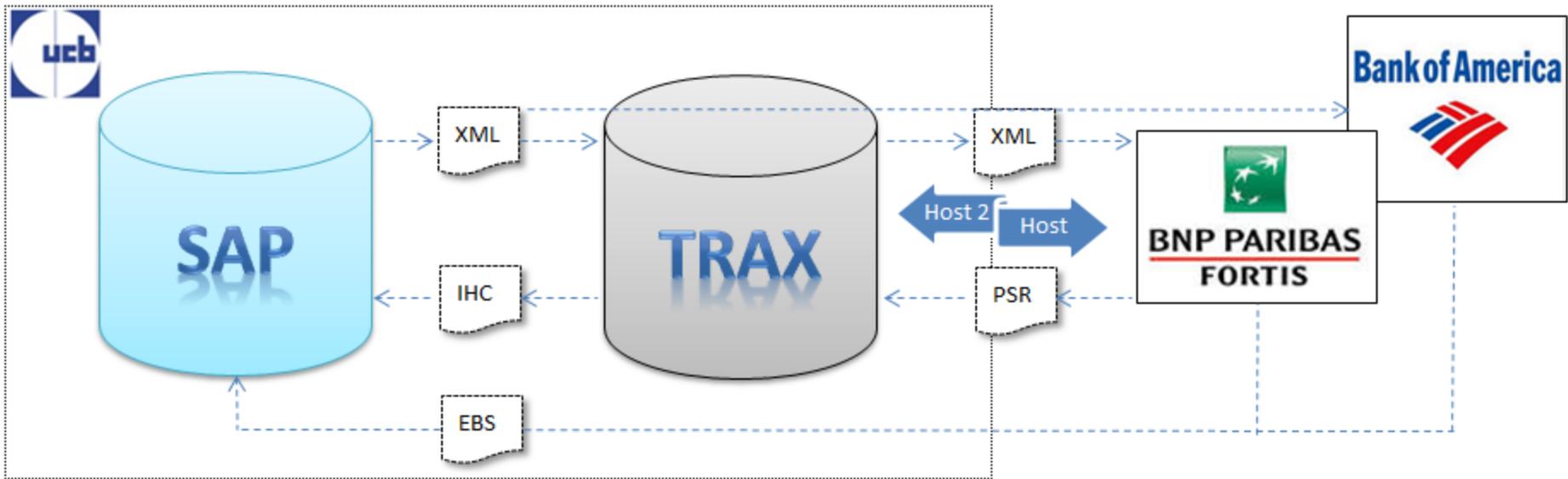
## Operations & Reporting

### Highlights:

- 1 SAP system worldwide
- Sap Treasury implemented in 2007
- Coverage:
  - Group market data feed
  - EBS reconciliation
  - Liquidity management
  - Payments generation
  - Loans/ deposits/ credit facilities
  - In house bank management
  - FX trades, IRD derivatives
  - Bonds
  - Money Market Funds
- Coverage:
  - Trades confirmations
  - Mirroring of all intercompany trades
  - Centralized daily treasury posting activities
  - Centralized closing activities (valuation & accruals)
  - Hedge Accounting (reporting)
  - Treasury Reporting, Emir
  - Alert monitoring (end of day)
  - Weekly payment factory
  - Monthly intercompany netting
  - Segregation of duties

# Treasury Operational Organisation & Processes

Eg Payment Factory Implementation with BNPP  
(Western EU & China) – BofA (US, CA & SEA)



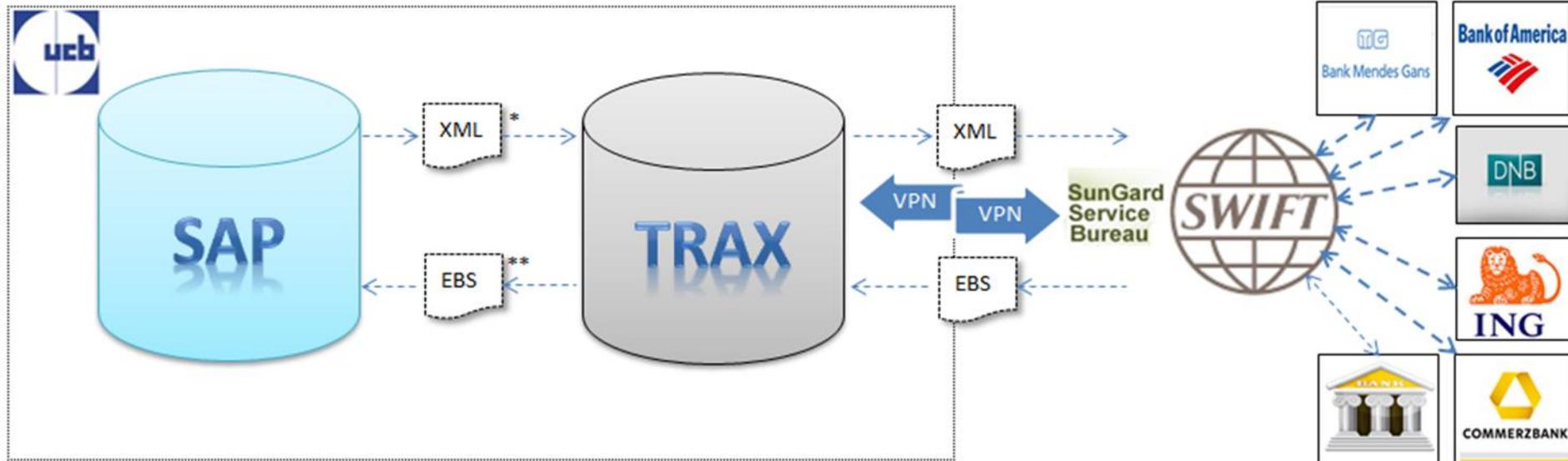
\* XML = Payment file in XML format

\*\* EBS = Electronic Bank Statement in MT940 format

- Trax is a pass-through (flow mapping)
- Original payments from SAP A/P team, all reconciliations then made in SAP (ledger and IHB module)
- Moving more and more banks to Swiftnet (already active with a few treasury and operational banks)

# Treasury Operational Organisation & Processes

Payment Factory Deployment – Nordics –  
Turkey – Mexico & Eastern Europe



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**Facts**

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# Facts

## From task to value, global cost efficiency

### Efficiency:

- No treasury staff outside BE & LU
- 5000+ trades managed yearly
- 40+ IHB accounts (moving)
- Control on 75% of Group bank accts
  - Kpi to reach 90% in the next 2 years
- Treasury monthly closing managed centrally in ½ day for all Group entities
- Treasury daily postings across the globe managed centrally
- Online control on trade confirmations
- Centralized credit exposure/control

### Efficiency:

- Cash centralized at 85% (average)
- FX exposure management (Fin Lines volatility control)
- Target to have zero fax, then zero manual payments
- Single set of market data across the Group
- Centralized bank connectivity

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# Next Challenges

From task to value: steps beyond...

- Balance sheet automated exposure identification & subsequent automated hedging
- Review of the payment factory & intercompany netting management in SAP directly
- Automated treasury dashboard + KPI's review and automated reporting
- No Host2Host => only Swiftnet connectivity
- Extend our Group cash control to all accounts possible
- BEPS and Transfer Pricing

# | Questions?

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attention to quality  
and long-term  
collaboration**

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We deliver first-class implementation skills, focusing on the optimization of the Financial Supply Chain & Treasury processes, Business Analytics & Planning and process improvement through innovative solutions.



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