

LESSONS FROM AN IMPLEMENTATION

SWIFT FOR CORPORATES

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MOL Group
Bucharest
2016

MOL GROUP IN BRIEF

INTEGRATED OIL & GAS COMPANY



Countries of operation	33
Number of employees	25,000
Production (mboepd)	111.5
Refineries and Petrochemical facilities	4+2
Refinery capacity (mblpd)	471
No. of service stations	2,000+
Customers buying our fuels daily	875,000
Revenue (2015)	USD 14.7bn
Market capitalization	USD 6.4bn

MEMBERS OF
MOL GROUP



WHY SWIFT

Single, universal payment technology with approvals centralized for 10 ERPs

- Control
- Visibility
- Security

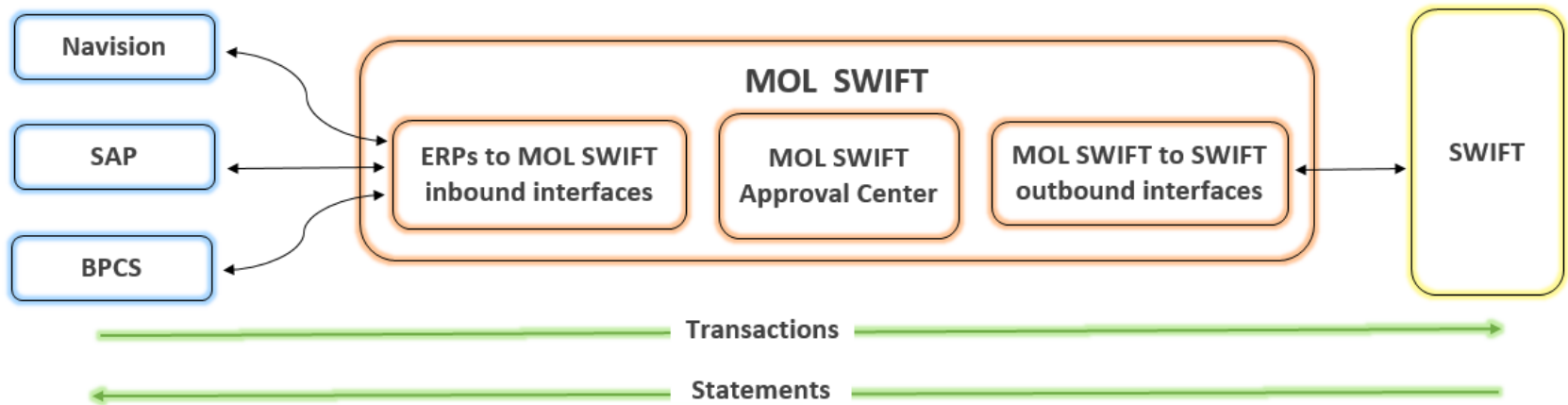
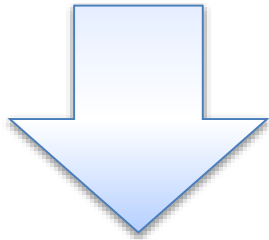
Breadth

- Replace 25 bank terminals with 11 bank groups, 246 accounts on 10 ERPs
- 1,600 payment packages, 300 manual payments monthly
- 40-50 test cases per bank
- 30+ team members



BEFORE – AFTER

ERP to / from Bank Terminal file based communication with some manuality



SCHEDULE

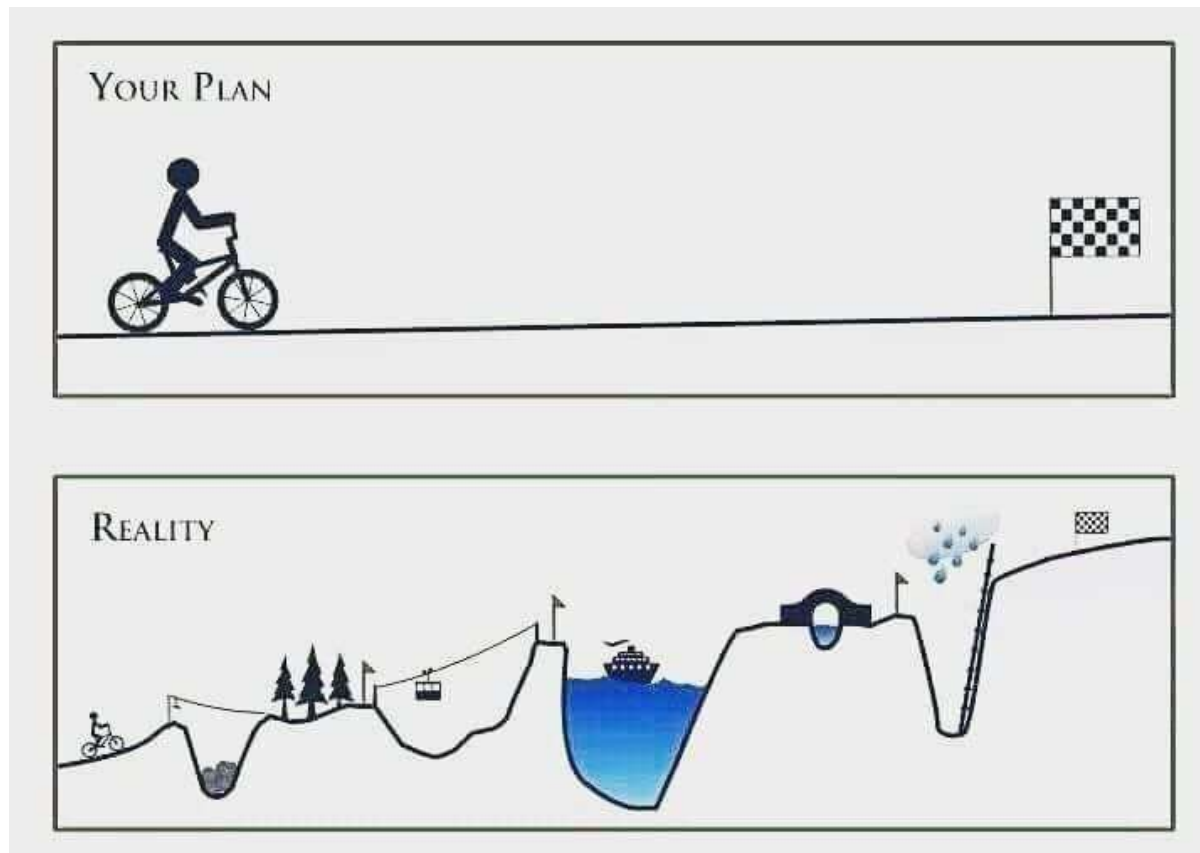
Project kick-off Aug 2015

Status

- 3 bank groups live
- 4th bank group live mid-Nov
- 5th bank group live mid-Dec
- Statements live mid-Dec

Phase 2 in 2017

- Remaining banks
- Slovnaft Group, INA Group
- HR module
- Intraday statements



LESSONS LEARNED

MOL side

- Project management related
- Master data

Banks side

- HQ – local bank communication
- Dedicated implementation manager + technical contact person, holiday replacement
- File format technical specifications
- List of common pitfalls



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