CUSTOMER CASE

Future-Proof Consolidation and Reporting: Brenntag's OneStream Journey with AMCO

2025

Introduction

Brenntag, a global leader in the distribution of chemicals and ingredients with approximately 600 locations in more than 70 countries, has established a centralized and standardized solution for internal and external reporting through the introduction of the Corporate Performance Management platform, OneStream. In close partnership with AMCO Solutions, two previously independent systems—Oracle Hyperion Financial Management (HFM) and SAP SEM-BCS—were replaced with a unified, scalable platform for financial consolidation, reporting, and analysis.

The result: Faster closing processes, improved data quality, and a noticeably streamlined system landscape, while jointly facilitating the independence of the Brenntag team.

OneStream has noticeably simplified and accelerated our closing processes. Shortly after the rollout, we observed a significant increase in efficiency in preparing financial statements. Thanks to the flexibility OneStream offers, we are well equipped to connect new sources and meet future reporting requirements.

Holger Strunk
Director Reporting Corporate Controlling, Brenntag SE

Challenge

Prior to introducing OneStream, Brenntag used two different systems for internal and external reporting: Oracle Hyperion Financial Management (HFM) for internal management reporting, and SAP SEM-BCS for legal group consolidation.

Both systems met their respective requirements, but double maintenance resulted in significant additional work. Over 200 consolidated entities had to prepare quarterly closings in two systems with different charts of accounts. Every change required tracking and reconciling in both systems.

"Just the reconciliation between the systems costs us five to six working days per quarter internally. Additionally, each entity had to ensure that the same figures were present in both systems," says Holger Strunk, Director Reporting Corporate Controlling at Brenntag SE.

A diverse system landscape with numerous SAP instances and other local solutions further complicated a unified view of financial data and reduced efficiency and transparency.

BRENNTAG

Company
Brenntag

Location/Headquarters
Germany

Year Founded
1874

Industry
Chemical Distribution & Manufacturing

No. of employees
18,100

Website
www.brenntag.com

Solutions delivered
- Consolidation
- Reporting
- Data Integration
- Intercompany Matching & Reconciliation

Objectives

Brenntag aimed to streamline, automate, and update both internal and external reporting processes. The goals included:

- Implementing a unified chart of accounts for both internal and external reporting
- Reducing manual reconciliations
- Replacing the two prior systems with an integrated solution
- Creating a future-proof, extensible platform to ensure long-term independence and flexibility

Selection of Solution and Partner

The initiative began with a clear objective: to establish a single, unified solution for internal and external reporting. Brenntag involved all key departments from the start, including Corporate Controlling, Corporate Accounting, the Tax Department, and Sustainability Reporting, as their reporting obligations for financial and ESG data continue to grow.

Stakeholders collaborated to define their needs and expectations, resulting in a comprehensive requirements profile that served as the basis for choosing a new reporting solution.

Brenntag then initiated a structured selection process in which several leading systems were carefully assessed based on professional, technical, and economic criteria.

In the end, Brenntag chose **OneStream** for the following reasons:

- Wide range of functions and smooth integration capabilities
- High flexibility to adapt to evolving reporting needs
- Meets legally auditable group consolidation requirements while adapting to evolving management reporting needs
- Enables other departments to leverage a unified reporting solution

Selecting the right implementation partner was just as critical as choosing the solution. After careful consideration, Brenntag chose AMCO Solutions, a seasoned OneStream Diamond Partner with extensive global project experience. Key factors to the selection process include:

- Professional and technical competence of the team
- Proven methodological approach
- Partnership-based collaboration approach
- OneStream Diamond Partner status (signifying the highest level of expertise and years of experience in the OneStream environment)
- Confidence in meeting the ambitious timeline of replacing HFM in just one year and SAP SEM-BCS after two years, with OneStream serving as the single system.

"Other providers told us right away, 'We can't do it within that timeframe!' Statements like 'It will take three to four years' were common, but we simply didn't have the time," recalls Holger Strunk.

"The trust was there, and the (AMCO) team impressed us with their competence and pragmatism. It was important for us to have a partner that suited us both professionally and personally, as we would spend a lot of time working together on such a project."

Project Implementation

Even before implementation, Brenntag established a key requirement: the development of a unified chart of accounts for internal and external reporting. This became the foundation for the design phase.

DESIGN PHASE

To meet the key requirement, Brenntag and AMCO collaborated extensively during the design phase:

- Joint workshops to reconcile diverse local data structures.
- Consistent mapping to align various local accounting and reporting structures with OneStream logic.
- Determined which data—and at what level of detail—should be transmitted from local systems.

The integrated mapping functionality of OneStream proved to be a major advantage, allowing for the automatic assignment of incoming data. Despite regional differences in detail, a uniform data standard was created, which is being gradually automated.

GO-LIVE PHASE

With the groundwork complete, Brenntag transitioned to implementation with a clear plan for phased go-lives:

YEAR 1

The first Go-Live phase occurred as planned:

- OneStream successfully replaced Oracle Hyperion Financial Management (HFM), which was used previously for internal reporting.
- Brenntag avoided a complex parallel phase, opting for a clearly defined change over following extensive preparation and end-user training.

YEAR 2

The second Go-Live phase happened a year later.

- SAP SEM-BCS was replaced after meticulous transition planning.
- Three quarterly closings were performed in parallel with SAP and OneStream to validate results and finalize mapping.
- Auditors were involved early and confirmed the plan.

"We wanted to avoid teams having to maintain multiple systems at the same time," explains Strunk. *"That's why we communicated early on when the transition would happen and what to expect."*

To ensure data consistency throughout the transition, Brenntag created an interface between OneStream and SAP that automatically reconciled key figures. This enabled the comparison of balance sheets and income statements from both systems, instantly revealing any inconsistencies. With the fourth quarterly close, the full transition to OneStream as the sole system was completed.

"It was important to us from the start that the system could be both operated by us and further developed independently afterwards," adds Holger Strunk. *"That's why we actively participated during implementation, familiarized ourselves with the system, and continued to deepen our knowledge."*

Solution

Today, around 550 employees at Brenntag use OneStream as the primary platform for consolidation, reporting, and analysis across the entire group.

The solution integrates data from ten different ERP systems worldwide. Mapping and loading of data take place directly in OneStream, including harmonization of account structures and automated workflows.

The AMCO Intercompany Matching & Reconciliation (ICMR+) extension in OneStream was also implemented to automate the reconciliation of intercompany data. It enhances OneStream's intercompany matching with new reporting, reconciliation, and workflow functionalities, resulting in greater transparency and efficiency in group-wide intercompany processes.

Brenntag largely operates and develops the OneStream solution independently.

Results and Added Value

After successfully replacing HFM and SAP SEM-BCS, Brenntag now benefits from a more efficient process landscape:

- One system instead of two: no double data entry
- Unified chart of accounts for internal and external reporting
- Higher data quality and improved traceability
- Direct data mapping and clearly traceable processes
- Automated workflows with role concepts and responsibilities
- Faster closings and a time saving of about one week per quarter
- Consistent and transparent data basis
- Flexibility in connecting new sources
- Greater independence of reporting teams

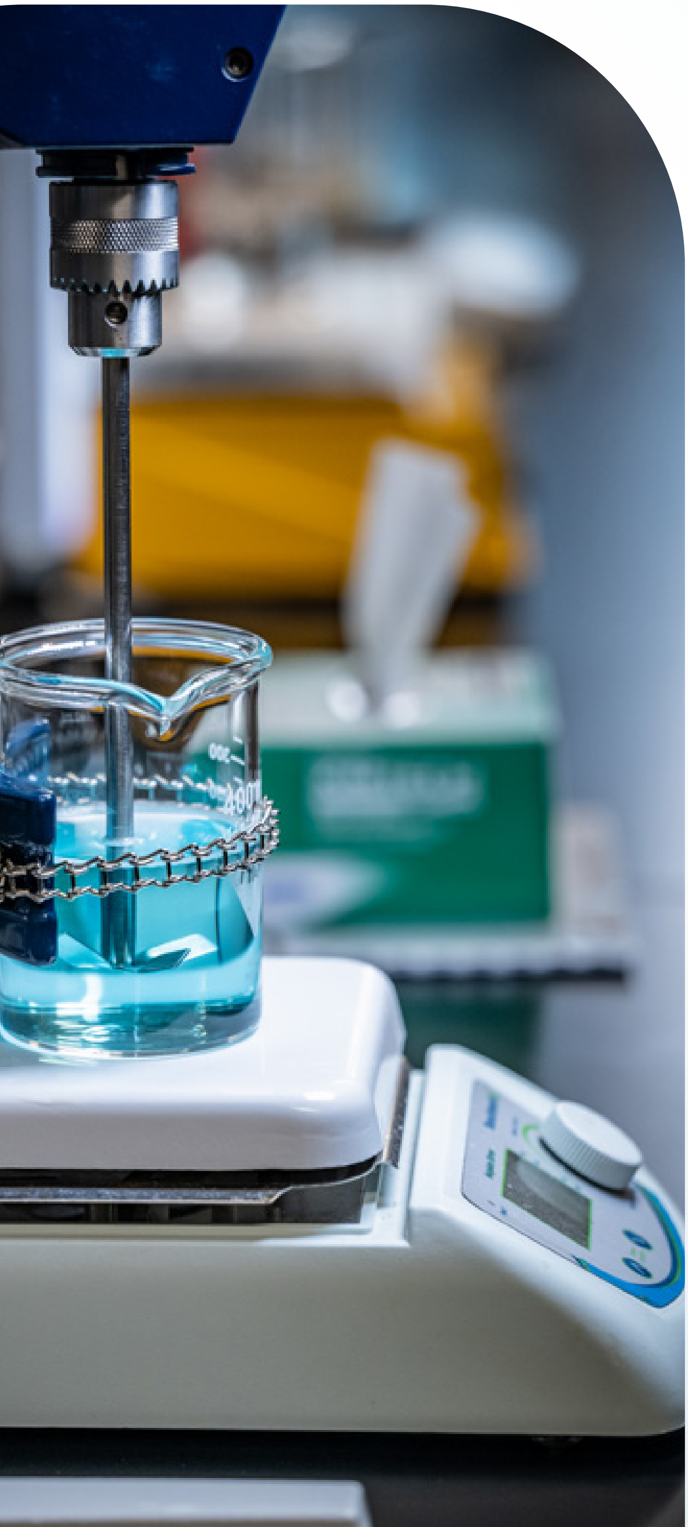
"In the beginning, it was an adjustment for many. Today, everyone is glad they only have to use one system," says Strunk. *"Data entry is easier, reports are better, and results are more transparent."*

The benefits extend across departments. For example, the Tax team regularly retrieves current data for reporting using a country overview maintained in OneStream. This creates strong synergies between Controlling, Accounting, and Tax, resulting in greater transparency and efficiency.

Auditors also benefit from the central database and detailed traceability of financial consolidation, which makes audit processes more efficient. Closing processes that once required manual reconciliation can now be tracked and verified directly in OneStream, along with associated documents and comments.

"OneStream was not just a system change for us, but also a know-how project," continues Strunk.

"Today, we largely operate and carry out developments in OneStream on our own. Around 85% of adjustments and further developments are implemented internally. AMCO continues to support us selectively with particularly complex topics such as capital consolidation or security. We are far from finished. More projects are already in the pipeline."



Lessons Learned

Despite the high complexity, the project ran without major problems or delays—a rarity in international consolidation projects.

"We were all positively surprised that it went so smoothly and that we could keep to our ambitious schedule," says Strunk. *"There were no red phases, no finger-pointing. The collaboration with AMCO was solution-oriented and cooperative from start to finish. And at this point, I really have to praise not only AMCO but also my team: We were not released from our regular duties for the project but managed it in addition to our normal tasks. Hats off to this achievement."*

Looking back, Holger Strunk identifies three key factors that proved particularly decisive:

Thorough Design Phase:
Sufficient time should be planned for the design, especially for defining the chart of accounts and company structure. These are the pillars on which everything else is built.

Security and Permissions:
OneStream's security model offers enormous flexibility but is also demanding. Clean documentation and early coordination with auditors are worthwhile.

Knowledge Transfer as a Success Factor:
Active participation in the implementation process was crucial. This way, we expanded our knowledge and can now operate the system independently.

"We would adopt the same approach with AMCO again at any time. The combination of professional competence, pragmatism, and partnership-based collaboration was critical to success."

Holger Strunk
Director Reporting Corporate Controlling, Brenntag SE

Outlook

Brenntag plans to bring in additional financial processes, such as Lease and Tax reporting, as well as ESG reporting, into the OneStream financial platform in the future.

"We are currently reviewing potential uses of solutions from the OneStream Solution Exchange, particularly in the ESG sector," explains Strunk. *"This will enable us to tie together further reporting requirements into a single platform in the future."*

"We are satisfied with our decision to go with OneStream and AMCO. We have achieved our goal: an integrated, modern platform that offers us flexibility, data quality, and future security—and that we control ourselves."

About Brenntag

Brenntag is the global market leader in the distribution of chemicals and ingredients. The company plays a central role in connecting customers and suppliers in the chemical industry. Headquartered in Essen, Brenntag has more than 18,100 employees worldwide and operates a network of about 600 locations in over 70 countries. The two global business units, Brenntag Essentials and Brenntag Specialties, offer a broad and diversified portfolio of industrial and specialty chemicals as well as ingredients. This is complemented by customized application, marketing, and supply chain solutions, technical and formulation support, comprehensive regulatory know-how, and digital solutions for a wide range of industries.

Brenntag pursues ambitious sustainability goals and is committed to sustainable solutions in its own industry and the industries it serves. Brenntag shares have been listed on the Frankfurt Stock Exchange since 2010 and are included in the DAX (since September 2021), DAX 30 ESG, and DAX ESG Target indices.

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