Treasury Strategies for Global Growth

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A Blueprint for a Digitally Connected Treasury

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Agenda

- Introductions
- Backdrop
- Interactive Panel Discussion
Backdrop: Treasury Priorities in 2014

Treasurers are coping with the challenges of supporting the business in an environment of both growth - in advanced economies and emerging markets alike - and increasing complexity.

Drivers
- Global Growth
- Regulatory & Tax Changes
- Advancing Technology

Priorities
1. Funding Efficiency
   - Internal Funding
   - Working Capital Chain
2. Managing Regulatory Change
   - Addressing Challenges
   - Leveraging Opportunities
3. Treasury Transformation
   - Financial Ergonomics
   - "Intelligent" Centralization
4. Leveraging Technology
   - Show the ROI
   - Big Data
Key Global Treasury Trends & Themes

**Need for Speed:** Real-time Treasury Management
- Drive to access immediate, complete, and actionable data
- Leveraging “real-time” information for more informed liquidity and risk management decisions

**Embedding Treasury:** Growth in Importance and Scope
- Treasury becoming a strategic advisor and value-added partner to the business
- Role expanding in areas including broader remit over working capital management

**Continued Centralization:** Efficiency and Control
- Capturing benefits of centralizing into core global/regional organization
- Developing people, process, technology to support evolving business

**Performance Management:** Increasing Accountability
- Stronger standards and increased oversight
- Emphasis on performance management and accountability

**Risk Management:** Still in the Spotlight
- Increasing adoption of comprehensive approaches to risk management
- Fostering a more “risk-aware” culture across the treasury department and the business

Clients trends from our global benchmarking survey shows that corporate treasury is going through a unique period of transformation.
Panel Discussion
Audience Poll Question #1

**Cash Visibility:** To how much of your total cash balance do you have *daily* visibility?

A. Less than 25%
B. 26% to 50%
C. 51% to 74%
D. 75% to 94%
E. Greater than 95%
F. Do Not Know / Not sure
Liquidity Optimization: Have you established a regional or global cash pool for all currencies that can participate?

A. Yes, we already have a regional or global pool in place for 10+ currencies

B. Yes, we already have a regional or global pool in place for a few major currencies (e.g. USD, EUR)

C. We do not as yet have a regional or global pool in place, but are planning to implement

D. We have no current plans to implement a regional or global pool
Audience Poll Question #3

**Treasury Transformation**: Has your company been establishing [Regional Treasury Centers (RTCs)](https://example.com) and/or [Shared Service Centers (SSCs)](https://example.com) for regions of the globe where you operate?

A. We have focused more on deploying RTCs to centralize treasury functions

B. We have focused more on deploying SSCs to centralize working capital operational processes

C. We have focused on deploying BOTH RTCs and SSCs (and/or the centralization structures we use incorporate both “treasury” and “working capital operational” functions)
Technology Integration: If you have been rationalizing corporate-to-bank connectivity (i.e., migrating from multiple eBanking platforms to standardized Host-to-Host or SWIFT connectivity and industry standard formats), please select your single biggest reason for making the change:

A. To improve timely visibility, control, and fraud prevention

B. To reduce costs (e.g., technology, processing, bank fees, etc…)

C. To facilitate rationalization of banks/streamlining of cash management

D. For other reasons not captured above
Audience Poll Question #5

Big Data: The concept of “Big Data” (i.e., sophisticated analysis of unstructured financial transactional data to identify opportunities and support real-time decision-making) will materially change corporate treasury and risk management practices in the next 5 years:

A. Agree

B. Disagree

C. Don’t Know / Not Sure
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Citi works with its clients in greenhouse gas intensive industries to evaluate emerging risks from climate change and, where appropriate, to mitigate those risks.

**efficiency, renewable energy and mitigation**