

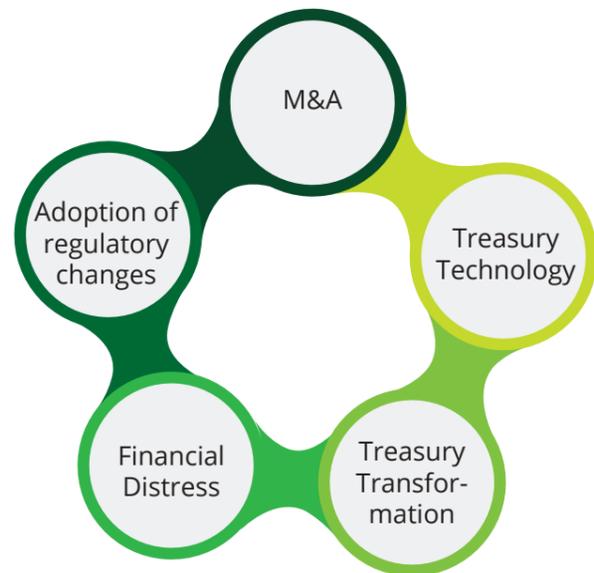
# Our team

- Industry veterans: Treasury, Financial Risk and Treasury Technology professionals with average between 5 to 15 years of industry and consulting experiences
- Our professionals demonstrate hands on approach, being former traders, treasury, risk and treasury IT professionals working for global treasuries or treasury management vendors prior to joining Deloitte.
- Deloitte India provides an opportunity to lower costs to our clients
- Close collaboration with international Tax, Legal, Risk Advisory teams
- Dedicated Treasury teams in major financial centers

Leveraging on Deloitte global knowledge, we support our clients in formulating best in class Treasury strategies through right operating models, strategies, policies, approaches, tools and infrastructure. We intervene at times of internal change and market instability to secure future stability through effective financial risk, cash and liquidity management.



# Our services and clients



## Our clients

Multinational corporates, financial institutions, large national enterprises, SMEs, public institutions, and successful fast-growing companies  
We provide services to over 80% of the Fortune 500.

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*“We bring the broadest and most sophisticated collection of treasury expertise, including Treasury technology experience with focus on SAP, FIS, ION, Kyriba, SWIFT and others.”*

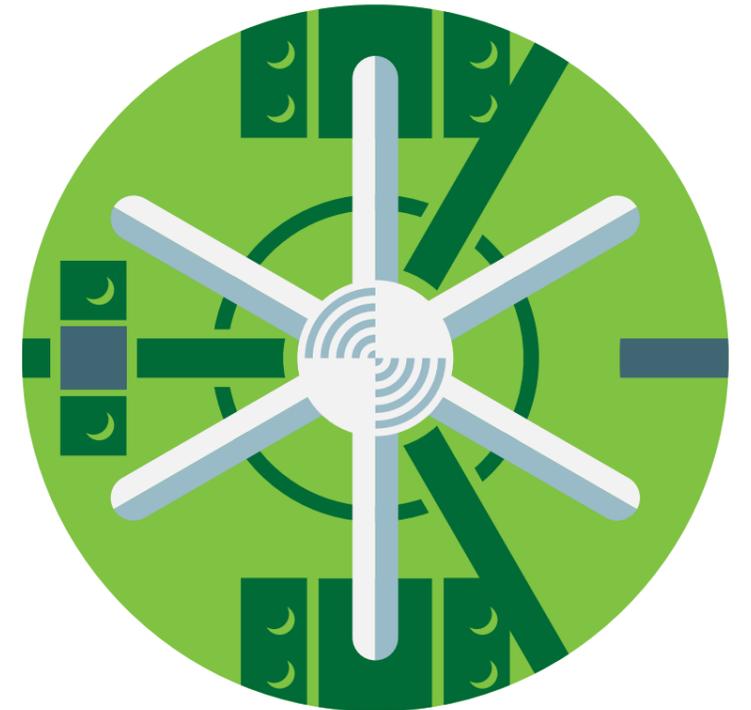
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# Deloitte.



## Treasury Advisory Services

Framing your success

# Treasury strategy and operations

## Identify gaps and benchmark to optimise performance and make informed decisions

- How do you identify and measure treasury risks in your organisation?
- Does your Treasury function meet current requirements given the changing economic environment, technology and business strategy?
- How do you measure Treasury performance?
- Is your Treasury strategy suitable for current and future developments?
- Is your Treasury organisation compliant with external regulations?
- Whether Treasury is managed centrally or has distributed responsibilities, is there adequate visibility of group-wide risks and cash flows?
- Do you have a control framework you can rely on to minimise the risk of fraud or error from high-value transactions?
- How efficiently and effectively does your treasury function manage foreign currency, interest rate, liquidity, commodity, operational and credit risks?

We assist organisations in reviews of the Treasury function aimed at identifying gaps with leading practice, identifying financial distress root causes and practical solutions to resolve them. We advise on financial risk management strategies and efficiency challenges facing the Treasury function.



### Strategy and governance

- Treasury risk appetite
- Strategy, operating model and KPIs
- Compliance and controls
- Policies, procedures and processes
- Infrastructure and costs



### Operations

- Operational efficiency: cash management, working capital and financial risks (FX, IR, commodity, credit, etc.)
- Bank connectivity and commercial payments
- Treasury process efficiency and controls
- Accounting and tax



### Systems and analytics

- Data quality and integrity
- Data security and privacy
- Resilience concepts



### Risk Management

- Foreign exchange, commodity, interest rate and counterparty risk

# Treasury transformation and Technology

## From current state to best in class value-add treasury

- Is the Treasury function supported by an adequate Treasury Management System (TMS) and structured in the most efficient and effective way?
- What are the costs and benefits of system integration and straight-through processing?
- Does the group benefit from an in-house bank or a payment factory?
- Can technology help you automate processes and controls and thereby strengthen your control environment and reduce overhead?
- Could your receivables and payables processes be optimised?
- How many banks and bank accounts do you manage?
- Has the role of treasury increased? Are you confident you have the necessary resources and skills in-house?
- Are you measuring and communicating treasury performance?
- How will your organisation move forward?

Due to internal and external developments the role of the Treasurer and CFO has changed and there is an increase focus on driving value from enhancing the efficiency and oversight over performance and delivery. Effective treasury management can release funds and be a catalyst to support growth of a business.



### Organisation Structure

- Target Model Design (centralised vs. decentralised model)
- Payment factory and in-house bank set up
- Shared Service Centre
- Outsourcing and interim services



### Service providers selection

- Benchmarking, selection, implementation of: Treasury Management Systems / banking platform/ SWIFT/ Supply Chain Finance/ FX & investment portals and banking partners



### Process improvement

- Bank pool rationalisation, working capital improvement
- Cash repatriation, consolidation & pooling
- Cash forecasting, Intercompany-loans
- Execution of FX, borrowing and investments
- Interfaces, improvements and maximization of systems use

# M&A, integration services and outsourcing

## Identifying and managing financial risks is critical to a successful outcome

- Did you allow enough time for detailed planning that goes into the deal before it is closed?
- Have you assessed the underlying currency mix of debt?
- Are you confident the correct level of funding will be available on day one and that you will not face issues such as trapped cash or lack of authority over bank accounts?
- Do you find that your portfolio has fallen out of balance and is not correctly positioned for the new market conditions?
- Following the merger, are the companies' policies and procedures correctly aligned together?
- Have you thought about informing customers of your new bank account details?
- Do you need to establish a new treasury function?
- Will you require someone to fulfil the treasurer role?

Focus on maintaining and optimising cash in time of organisational change is critical. We work with companies throughout the deal lifecycle, from due diligence to day one issues including crucial, although often forgotten, elements of integration or separation relating to availability of cash.



### Treasury Due Diligence

- Overview of financial position – Treasury angle
- Nature and quantum of foreign currency (“FX”) exposures
- Analysis of financial debt
- Analysis of historical balances of cash and cash equivalents



### “Day one” issues

- Address treasury issues and operational cost models for acquirer
- Start up new Treasury departments (both functionally and technology)
- Establishing cash visibility and cash forecasting
- Managing authority over accounts and dealing mandates
- Freeing trapped cash and addressing working capital and tax challenges



### Post deal integration

- Treasury organisation framework (governance, operations, policies, procedures)
- Post transaction savings and value opportunities
- Interim treasury service