



Dbriefs

Strategic Treasury Insights: Findings from Deloitte Global Survey

February 20th, 2025

Host:

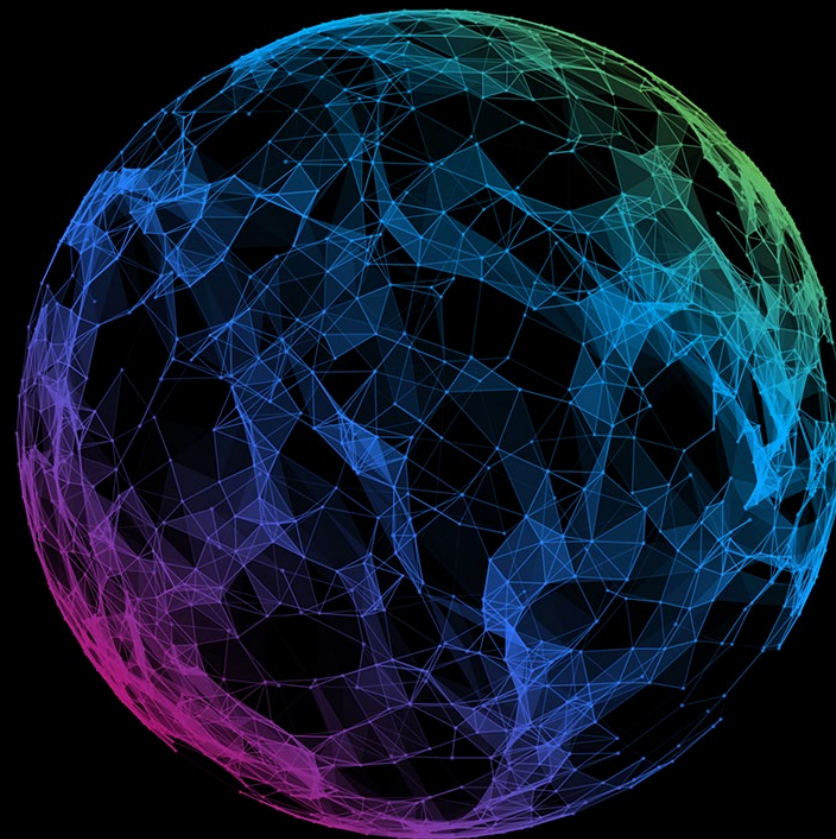
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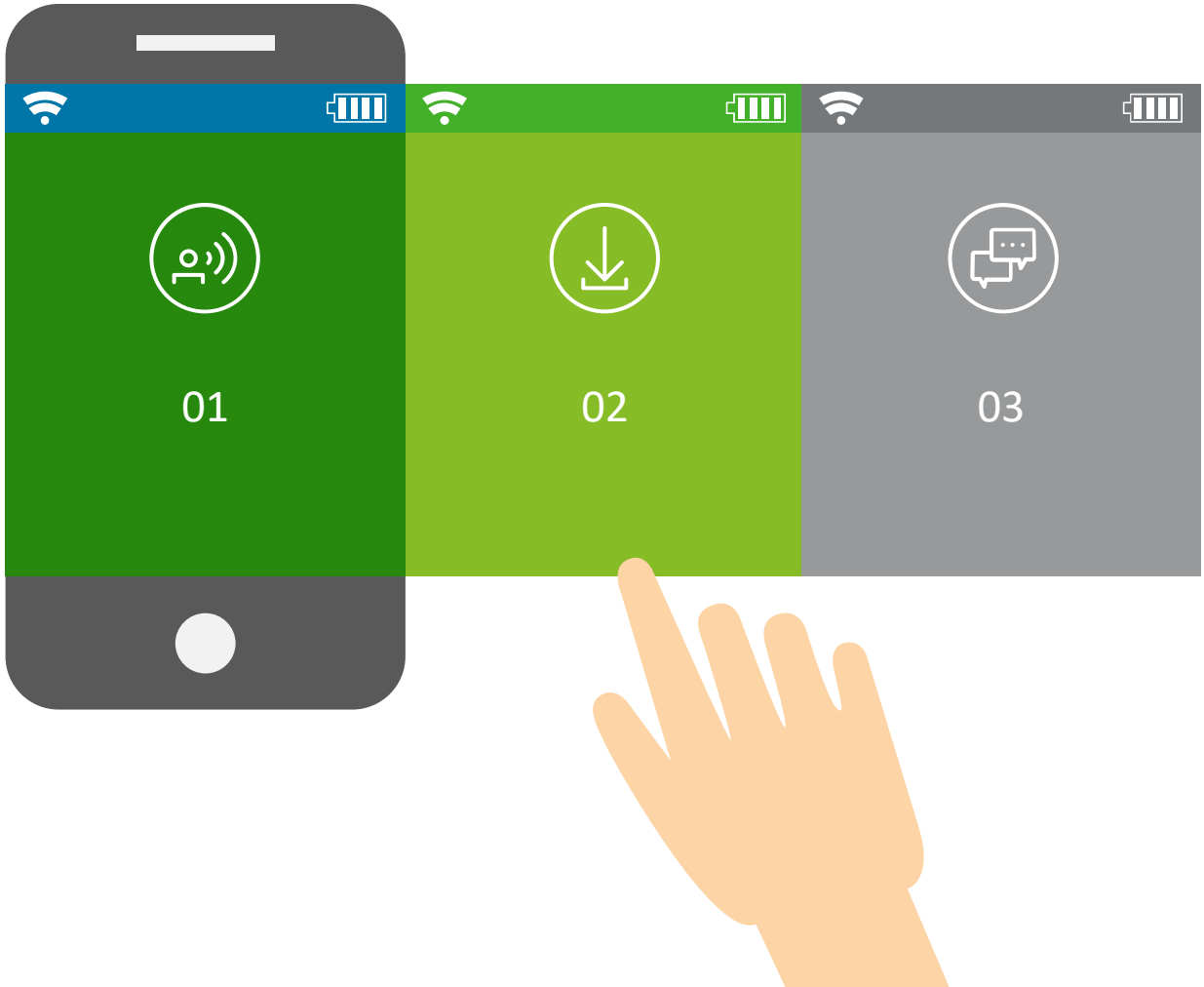
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Logistics reminders



1



To receive CPE credit today, you will need to answer at least 3 out of 4 polling questions and listen to the webcast for 50 minutes.

2



CPE certificates will be available for immediate download for eligible participants following today's live webcast.

3



Feel free to join us in the conversation! Feel free to submit questions via the “Ask a Question” tool to the left of the screen. We'll do our best to respond throughout or at the end of today's session.

Agenda

2024 Global Treasury Survey overview

The Treasury function as a value-add partner

Key Challenges faced by Treasury functions

New trends in Treasury

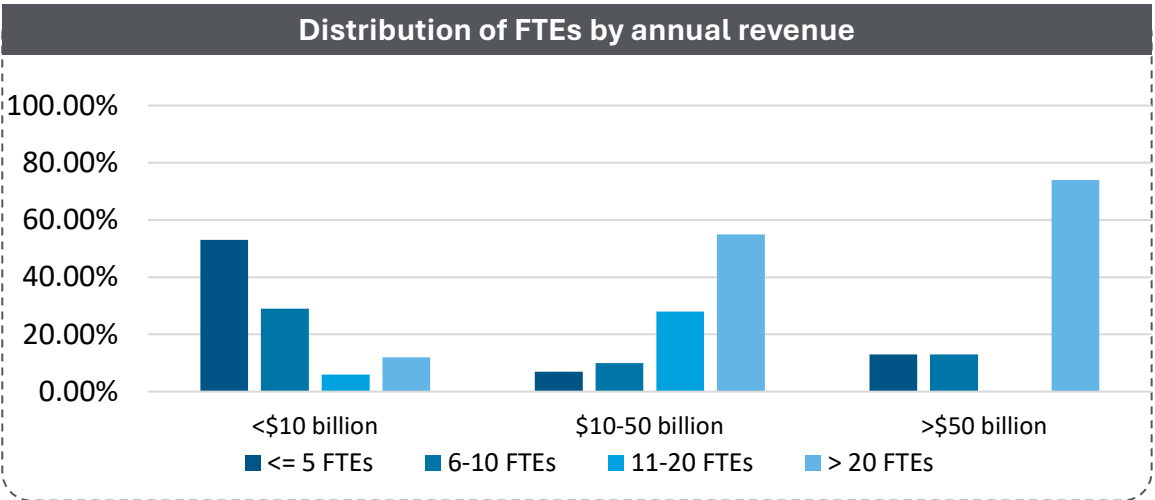
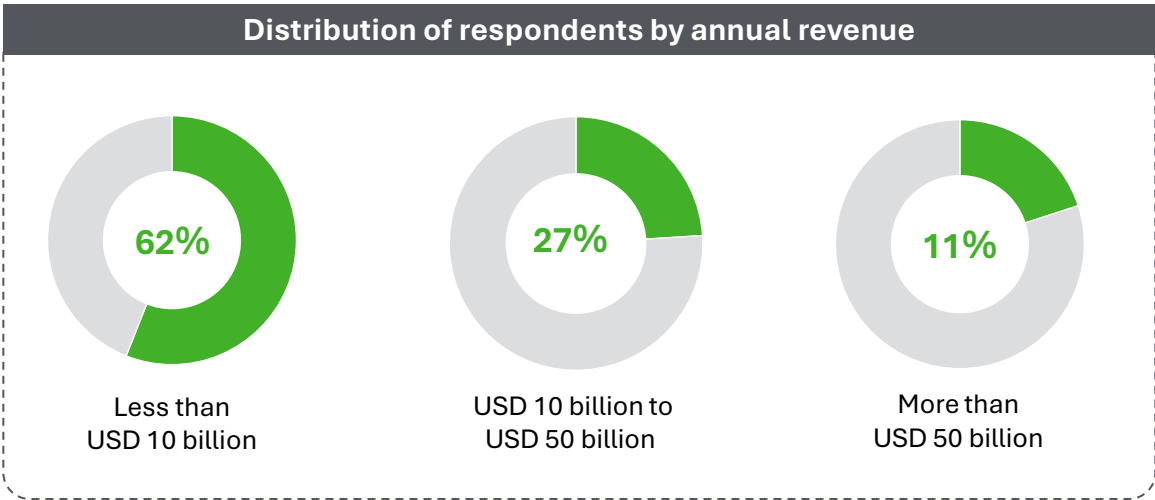
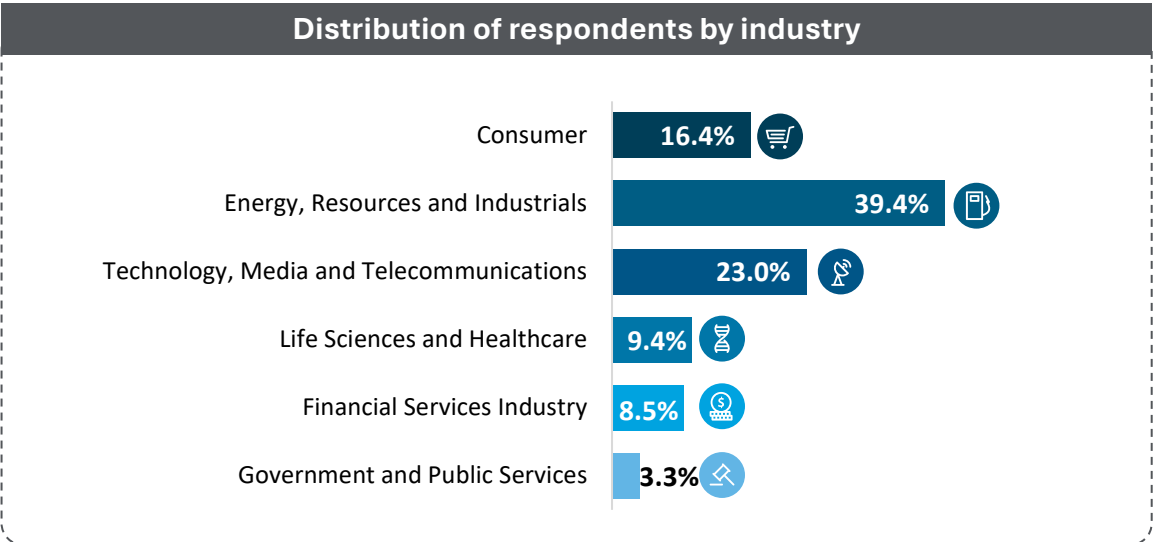
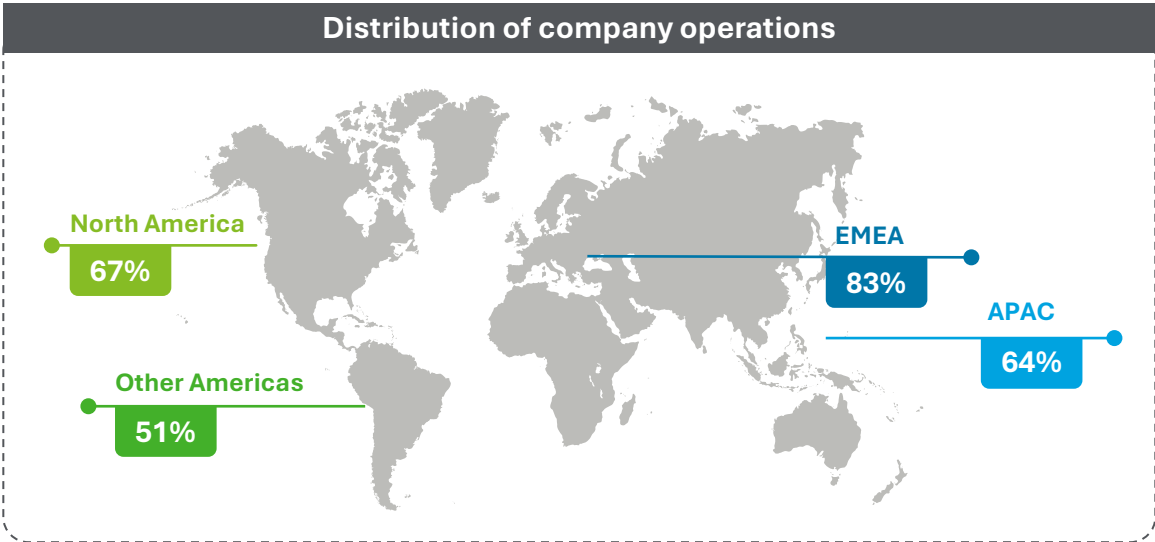
Treasury technology

Q&A



Survey demographics

The [Global Treasury Survey in 2024](#) received participation from 213 respondents across various industries and countries. The survey results provide valuable insights into the trends and developments in the field of treasury.

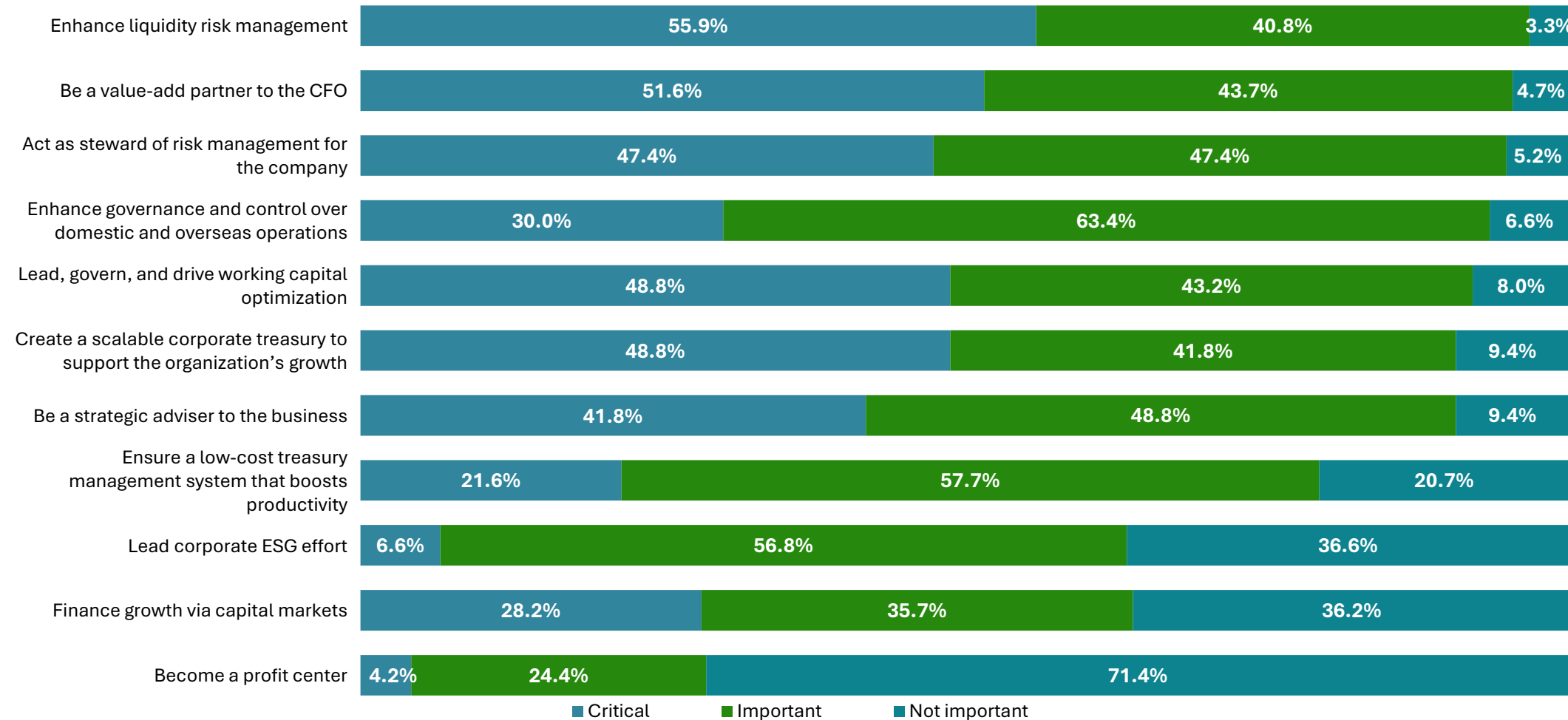


1. The strategic treasurer



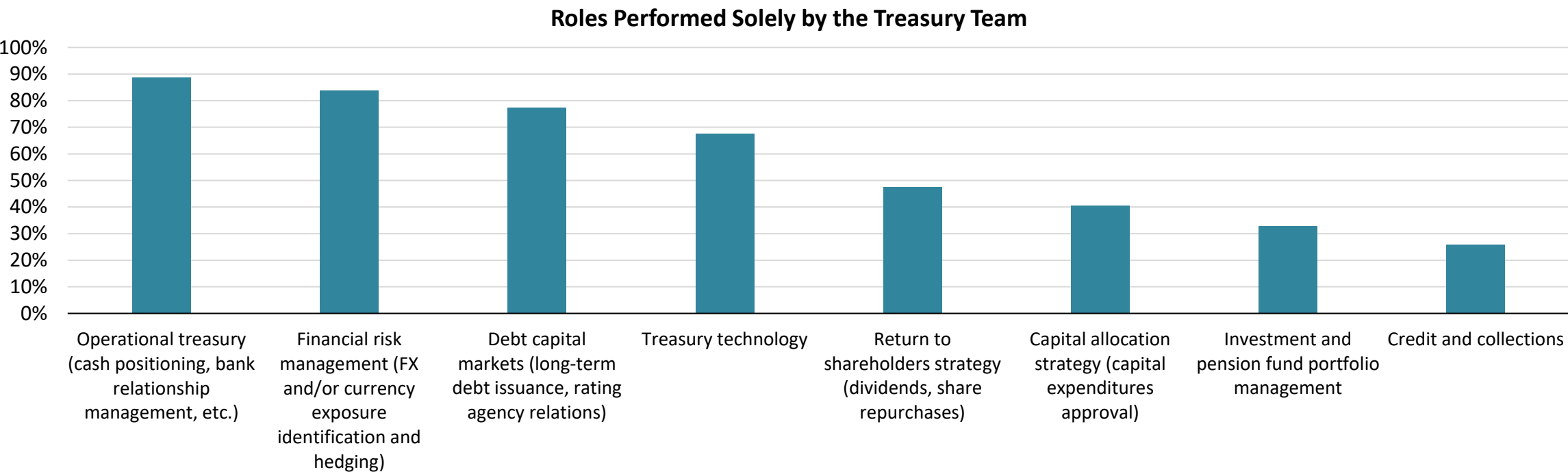
Top Mandates Defined for Treasury Function

Consistent with our previous surveys, the top priority set by Chief Financial Officers (CFOs) for their treasury departments is to focus on enhancing liquidity risk management. Recent events, coupled with volatile interest rates in many parts of the world, have intensified the spotlight on liquidity by corporate finance executives. In the post-pandemic environment, with many companies continuing to support a hybrid work environment, the focus on enhancing governance and control over operations has continued to rise in overall importance.



Strategic Roles for the Treasury Function

The survey revealed that 96% of respondents perceive being a value-add partner to the CFO as an essential part of their mandate. Despite this, many strategic responsibilities, such as return-to-shareholders strategy and capital allocation, show low levels of ownership by the treasury department. This disparity highlights a significant opportunity for increased efficiencies by better aligning the capabilities of the treasury team with the strategic objectives of the CFO.



2. Insight into treasury operations



Addressing Key Treasury Challenges

Visibility into global operations, cash, and financial risk exposures is the top challenge for treasury executives, with liquidity management and cash forecasting becoming priorities due to interest rate concerns. Increased board oversight has made it harder for treasurers to respond to questions, while upcoming tax changes are less concerning than two years ago.

Key challenges faced by organizations (top 5 challenges)¹



1. Each respondent identified their organization's top 5 challenges.

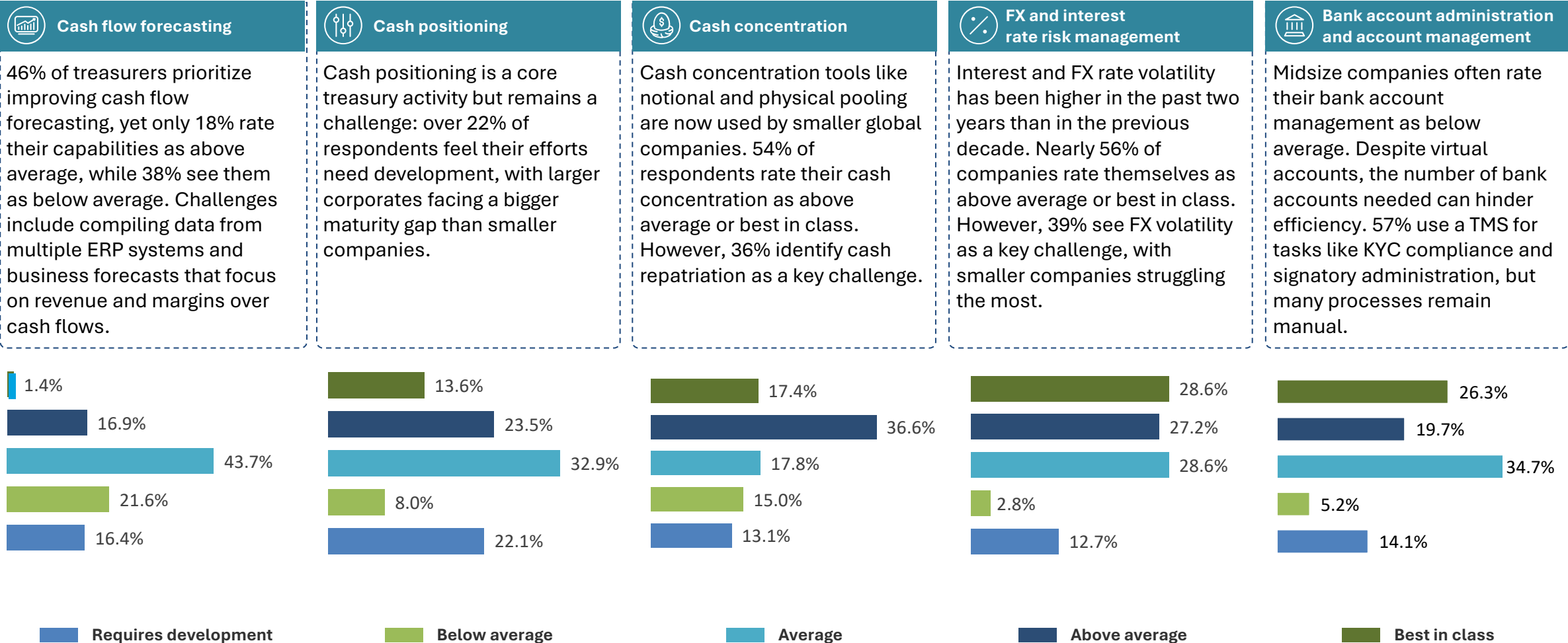
Key priorities for next 12 months (top 3 priorities)²



2. Each respondent identified their organization's top 3 priorities.

Maturity Assessment

As an addition to the 2024 survey, participants surveyed were asked to rate the maturity of their treasury function across the five dimensions that are core to the operational treasury function.



3. Trend adoption



Artificial Intelligence (AI) and Generative Artificial Intelligence (GenAI) adoption and expected impact



Cashflow forecasting

- Functions that depend on leveraging big data stand to realize greater returns from the adoption of AI
- Largest use case identified by respondents
- Offer great improvements in predictive analytics
- Can factor in trends such as expected payables and receivables, specificity around vendors and FX variability



Cash positioning

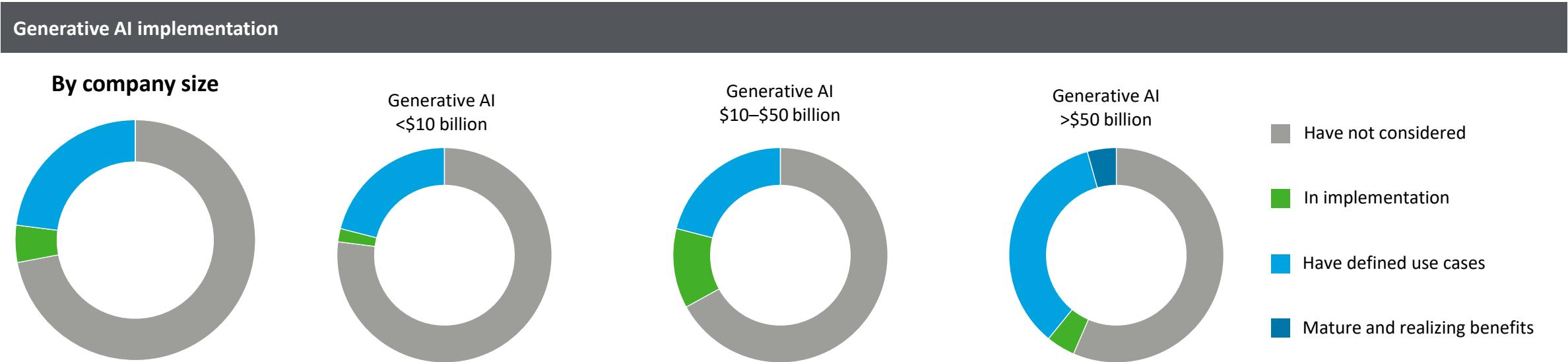
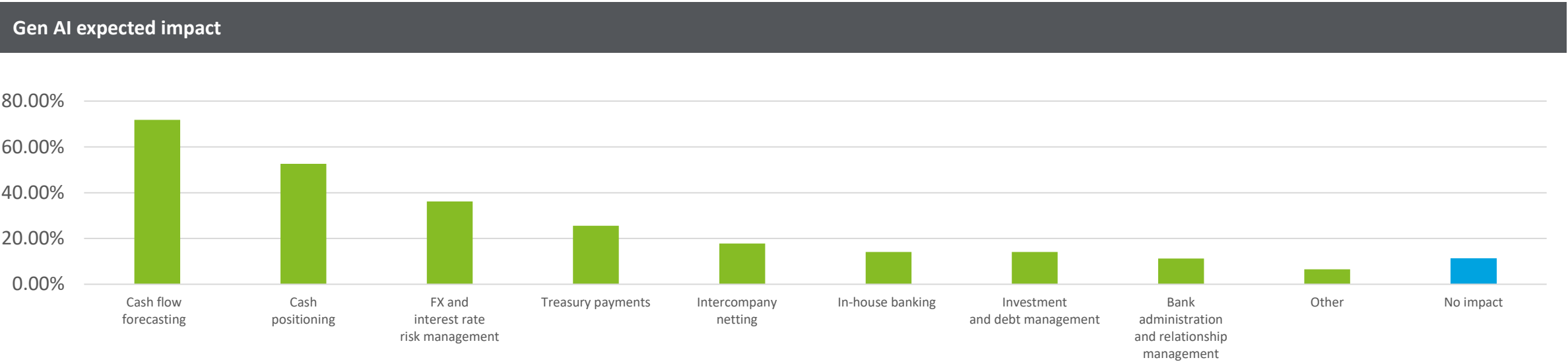
- Second most identified use case
- Potential tradeoffs (e.g., costs and tech efforts) involved with establishing full connectivity with all banking partners and investing in full features of a TMS
- May provide a potentially cheaper and relatively accurate alternative to establishing full connectivity to banking systems

Potential next steps for companies investing in AI capabilities

- Define business use cases at functional level
- Articulate financial and non-financial benefits from deploying use cases
- Identify internal resources to work through functional and technical aspects of development
- Build proofs of concept (if necessary to prove out identified benefits)
- Work with business and IT leaders on coordinating roll-outs for use cases that impact interdependent functions
- Develop strong centralized governance and oversight capabilities to monitor the effectiveness of deployed AI use cases




Generative AI adoption and expected impact (cont.)




Payment instruments adoption

The majority of surveyed corporations do not plan to adopt new payment instruments within the next year, continuing to operate using legacy payment formats through SWIFT or host to host connections. Many companies make their payments using wires, the most expensive electronic method, and several still make payments through checks. Depending on the market size and industry of the company, there will be varying levels of ability to impact the collections behaviors of suppliers and less so the payments behaviors of customers.




Real time payments

- Real time payments surveyed to be the most likely payment instrument to be adopted over next 12 months
- Impetus for adoption with FedNow¹ launch in 2023
- Will allow companies to move from inefficient payment methods and speed up collections processes
- Real-time payments can help improve liquidity management, instant invoicing, and real-time financial visibility



Digital and mobile payment networks

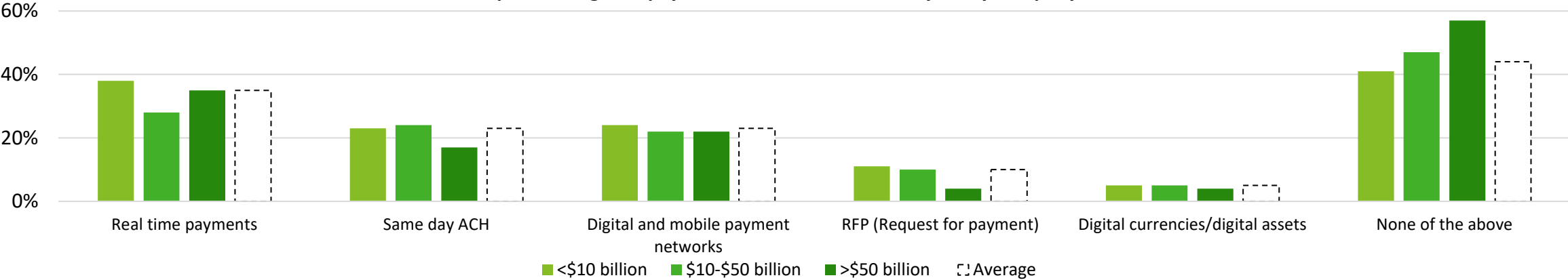
- Adoption typically customer-driven
- Payments and collections through these platforms do not typically sit with treasury
- Potential for payments efficiencies and increased sales/collections by adopting



Digital currencies/digital assets

- Notable reluctance to adoption
- Currently does not fit in several organizations' risk tolerance
- Companies have adopted a “wait-and-see” attitude amid an uncertain regulatory environment

% Implementing new payment instruments within 1 year by company size



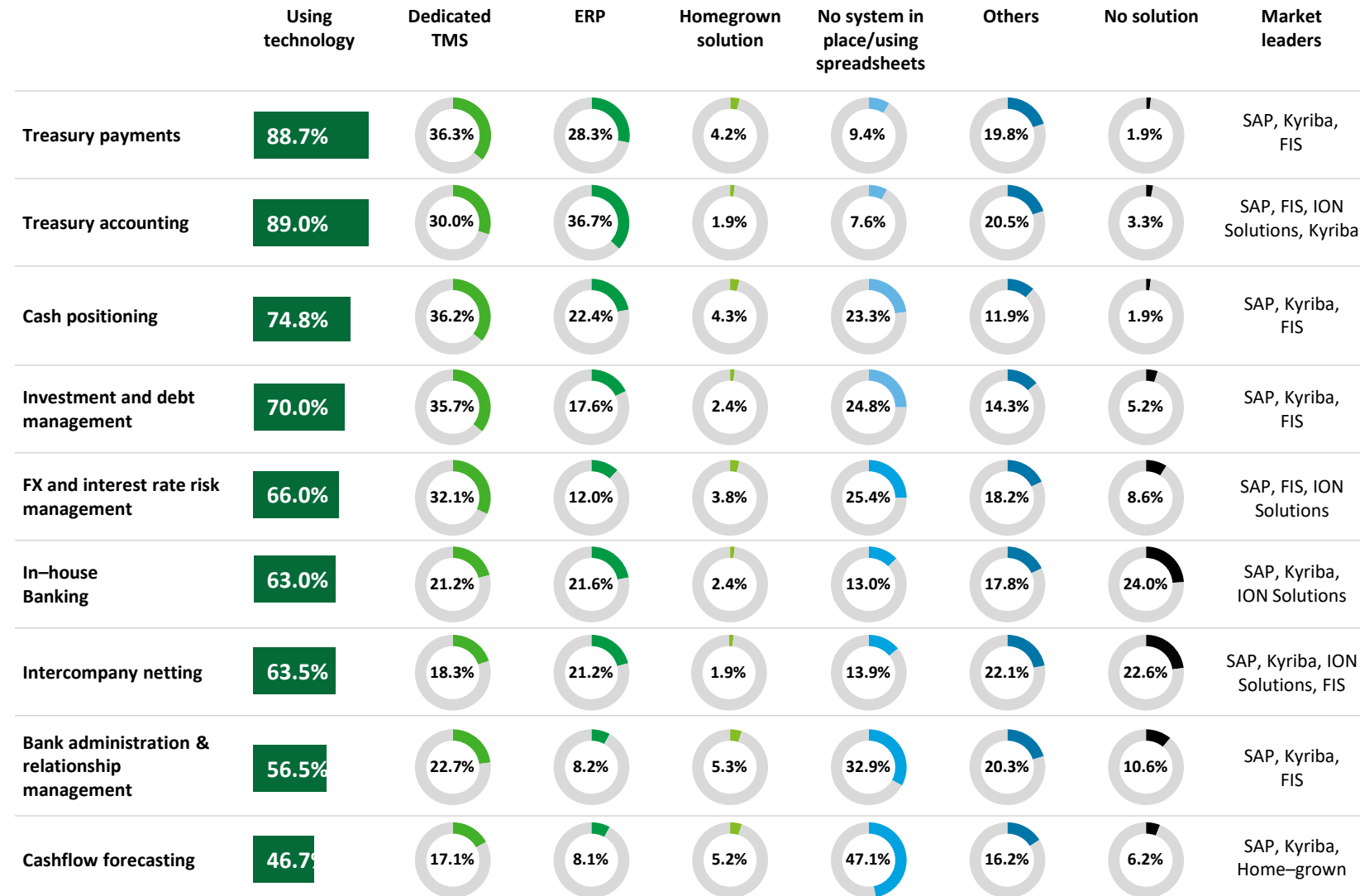
1. <https://www.federalreserve.gov/newsevents/pressreleases/other20230720a.htm>
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4. Treasury technology



Treasury technology

Since the release of the 2022 Global Treasury Survey, the treasury technology field has seen increased adoption in treasury accounting and bank administration and relationship management, while other functions have seen little growth.



Increase in system usage for treasury accounting is likely driven by the ease of rules-based configuration and increased adoption of ISO 20022 for statements, which both yield high opportunity for automation.

The growth in bank administration and relationship management comes on the heels of an overall increased focus on counterparty risk in the US and abroad, highlighting the need to have visibility into exposures to banking partners. By digitizing bank administration, companies enhance their controls, governance and visibility into their banking relationships.

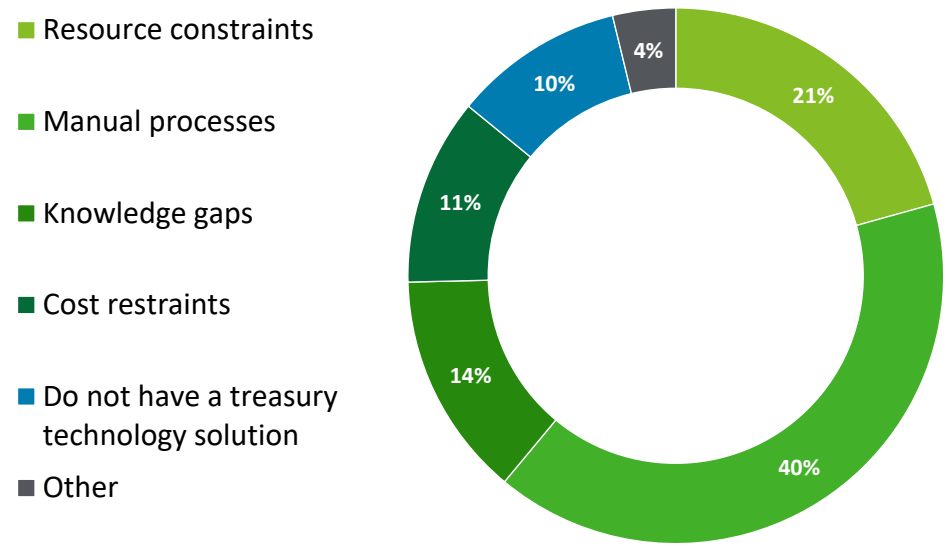
The TMS market continues to be dominated by few global players which provide solutions that support treasury departments to enhance processes, controls, and automation.

SAP Treasury remains the most used among respondents who use SAP as their ERP. Kyriba, FIS and ION are the other key players in the TMS space.

Treasury technology implementation considerations

The largest technology challenges faced by respondents were applying the right technology solutions and selecting the right provider. Companies were more wary of these challenges than cost constraints, which signals recognition of the benefits of adopting treasury technology systems and willingness to invest in them. Engaging a third-party implementor such as Deloitte can help treasury in their digitalization journeys, reduce the resourcing and knowledge gap, as well as enable capability enhancements through a transformative approach often in a shorter timeline without impacting business as usual activities.

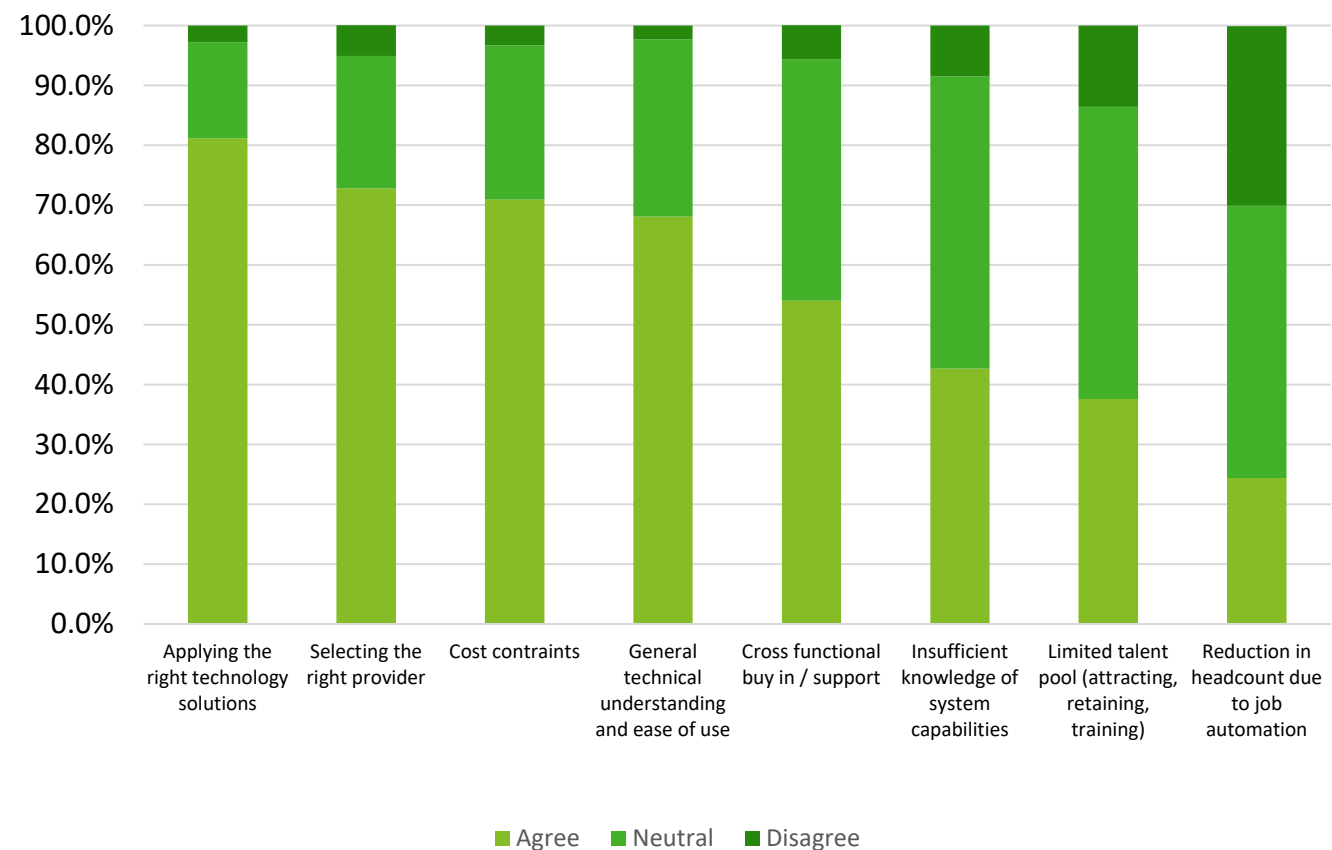
What do you consider to be your biggest technology gap?



Others:

- Connectivity with other systems
- Fragmented ERP landscape
- Lack of support from TMS provider
- Failed system implementation

Challenges considered when implementing new technologies



Question and answer



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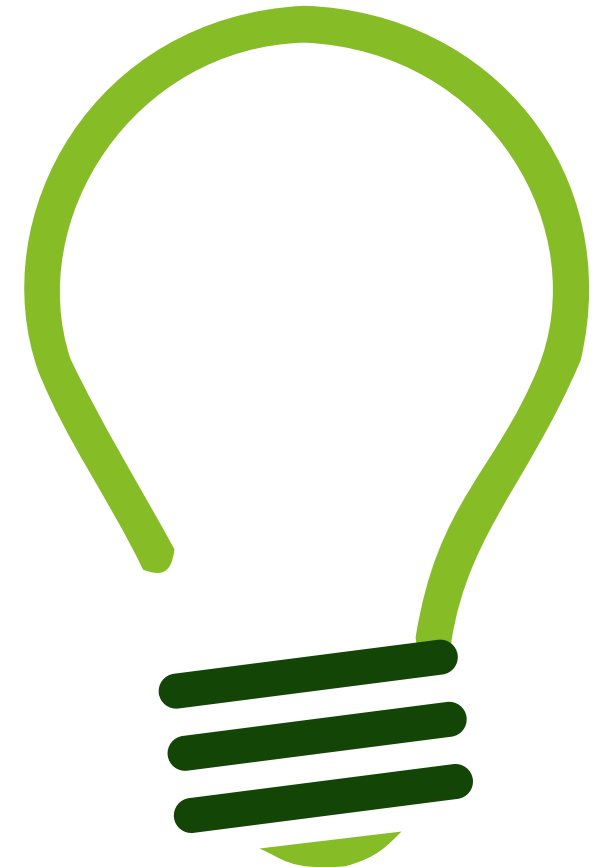
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Polling question #1

How much time can you dedicate to strategy versus operational issues?

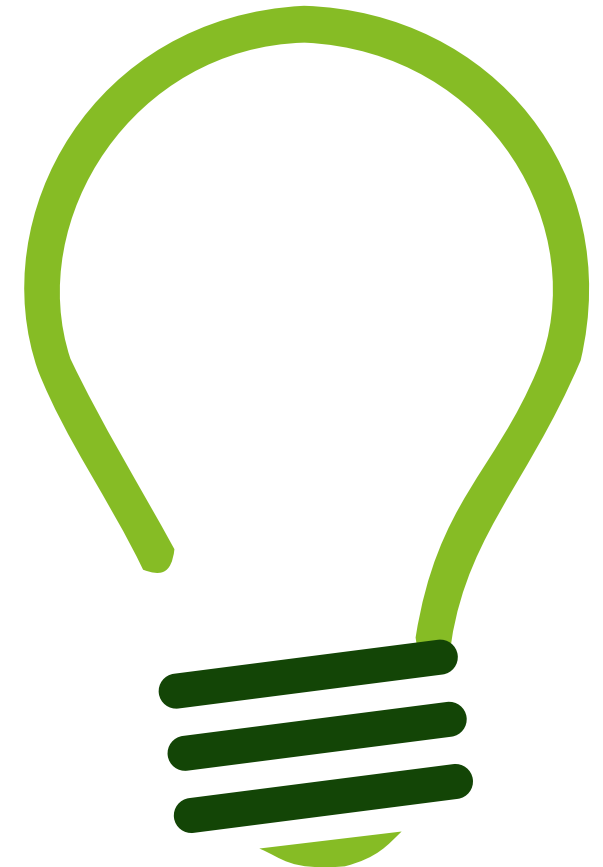
- A. I am mainly focused on strategy (more than 75% strategy)
- B. I spend as much time on strategy as I spend on operational issues (about 50% strategy and 50% operations)
- C. Operational issues take up most of my time (strategy is about 25%)
- D. I have no time to dedicate on strategic issues, I am completely focused on operational issues
- E. Do not know or not applicable



Polling question #2

What ranks as top of mind as a concern or objective in your treasury function for 2025?

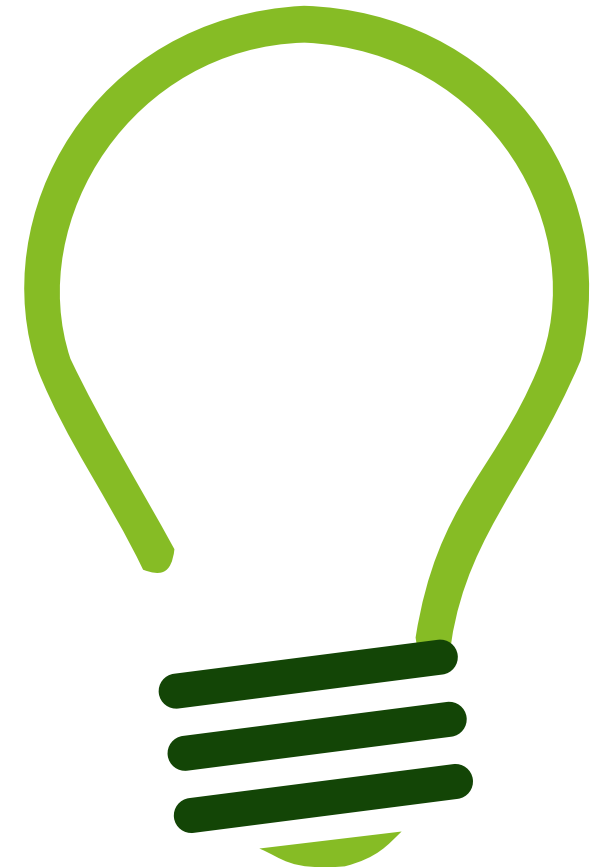
- A. FX rate volatility
- B. Financial impacts of new trade and/or tariff policies (incl. supply chain risks)
- C. Interest rates and yield curve
- D. Access to financing (bank funding / capital markets)
- E. Changes to the fiscal environment
- F. Technology infrastructure
- G. Don't know/not applicable



Polling question #3

How would you rate your knowledge and proficiency within the domains of AI and Generative AI?

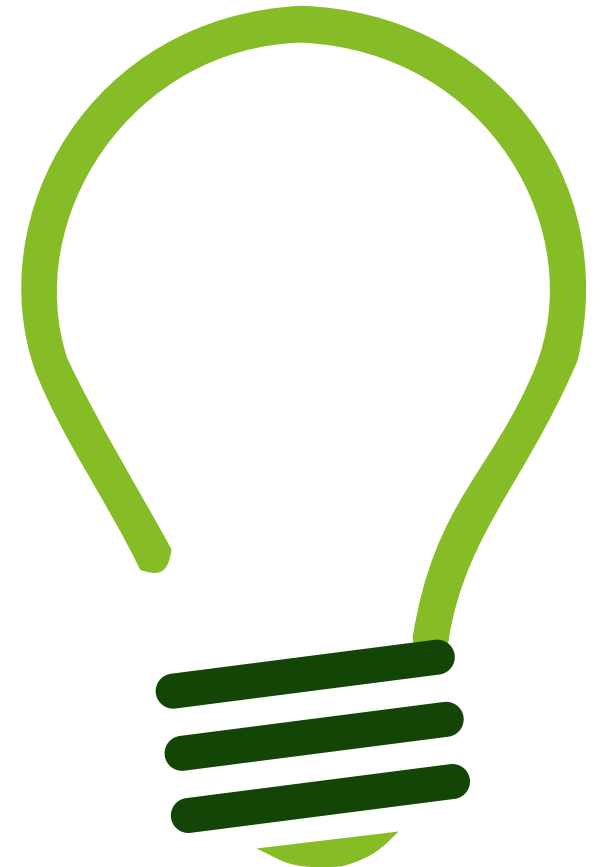
- A. I have little to no knowledge of AI and Generative AI
- B. I have a basic understanding and can discuss fundamental concepts of AI and Generative AI
- C. I have a good grasp of AI and Generative AI concepts and can apply them in practical scenarios
- D. I am highly proficient in AI and Generative AI, with deep expertise and the ability to innovate and drive advancements in these fields



Polling question #4

What areas of Treasury are you considering for additional enhancements or automation in the next 1-2 years?

- A. Cash Visibility / Forecasting / Liquidity Management
- B. Financial Instruments
- C. Treasury Accounting
- D. Payments
- E. Intercompany (i.e., In House Bank, Netting)
- F. Other
- G. Don't know/not applicable





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