

Deloitte.

Treasury Advisory Services
Stability through effective
financial risk and liquidity
management

Audit. Tax. Consulting. Financial Advisory.



Treasury Health Check

Identify gaps and benchmark to 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?
- 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 does your treasury function manage foreign currency, interest rate, liquidity, commodity, operational and credit risks?

We assist the management in reviews of the Treasury function aimed at identification of financial distress root causes of issues, and practical solutions to resolve them. This enables us to advise on compliance and efficiency challenges facing the Treasury function.



Governance and controls

Internal control systems and compliance concepts
Process documentation
Policies and procedures
Infrastructure and costs



Operations

Operational efficiency: cash management and working capital
Account receivables and payables process review
Inter-company settlements
Accounting and tax



Systems and analytics

Data quality and integrity
Data security and privacy
Resilience concepts



Risk management

Assessments of foreign exchange, commodity, interest rate and counterparty risk management

Treasury transformation and Technology

From current state to best in class value-add treasury

- Is your infrastructure supported by your Treasury Management System (TMS) and structured in the most efficient 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?
- Should you consider outsourcing some specific processes in the treasury function?
- Can technology help you automated processes and controls and thereby strengthen your control environment and reduce overheads?
- Could your receivables and payables process be optimised?
- How many banks and bank accounts do you manage?
- Has the role of treasury increased and are you confident you have the necessary resources and skills in-house?
- Are you measuring and communicating treasury's 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 such as cash management can release funds and be catalyst to support growth of a business.

In addition our outsourcing proposition provides a broad range of tailored services to support your treasury needs and meet your budget constraints.



Organisational 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 / SAP / banking platform / Service Bureau / 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

M&A and 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 have fallen out of balance and are 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?
- Will you require someone to fulfil the treasurer role?

Focus on maintaining and optimising cash in transit 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

Establishing cash visibility and cash forecasting
Managing authority over accounts and dealing mandates
Freeing trapped cash issues and addressing working capital and tax challenges



Post deal integration

Treasury organisation framework (governance, operations, policies, procedures)
Interim treasury service

Our Team

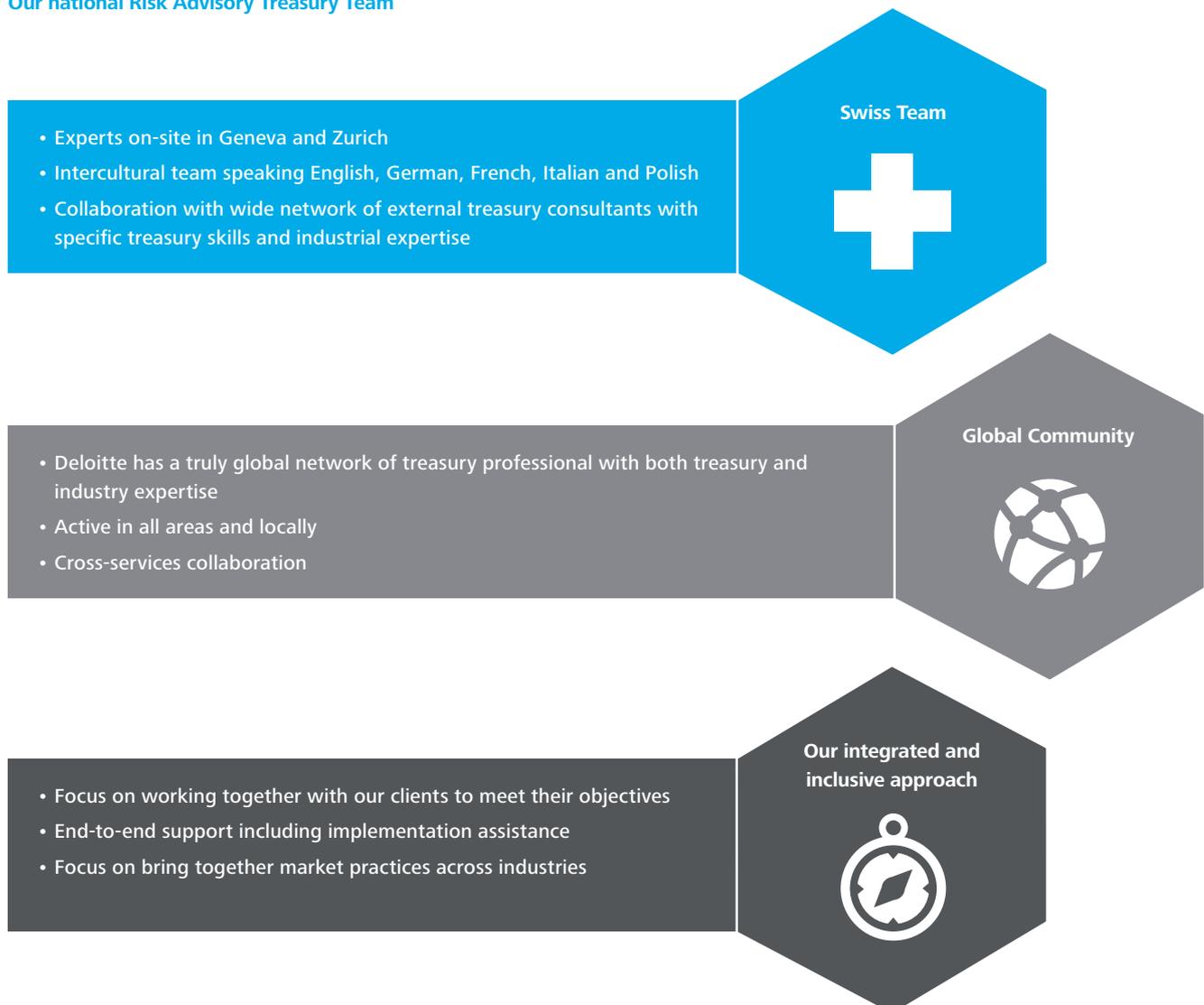
Treasury Advisory forms part of the integrated offering of Deloitte's largest advisory capability in Switzerland.

Leveraging on Deloitte global knowledge, we support key corporate stakeholders 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 and liquidity management.

Deloitte Treasury Advisory community in Switzerland combines a broad range of skills of corporate and banking professionals translated into bespoke governance, financial and risk management, technical treasury accounting and technology services, delivered on assurance and non-assurance basis.

Furthermore, most members of our treasury team in Switzerland have occupied senior positions in corporate treasury or in corporate banking, and can demonstrate an industry knowledge and a hands on approach.

Our national Risk Advisory Treasury Team



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