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The Business of Treasury

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Middle East Annual Summit
https://www.treasurers.org/businessoftreasury/2017

THE BUSINESS OF TREASURY 2017

From finance specialism
to strategic partnering

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Strategic challenge

- Treasurers are involved in bringing together financial strategy and business strategy to form corporate strategy
- At the strategic level, treasury is about advising on appropriate choices, the trade-offs and compromises involved
- Treasurers need to demonstrate the skills and capabilities needed to operate successfully in today's business environment

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Key Findings 1

- Treasury has become increasingly strategic with a greater focus on challenges beyond finance.
- Operational treasury management remains core and treasurers are adapting to a changing funding and financial landscape
- Boards accepting treasury recommendations >80% of the time in every category across a wide range of funding and finance proposals
- Risk management is a key growth area, with the highest expected increase in activity over the next 12 months.

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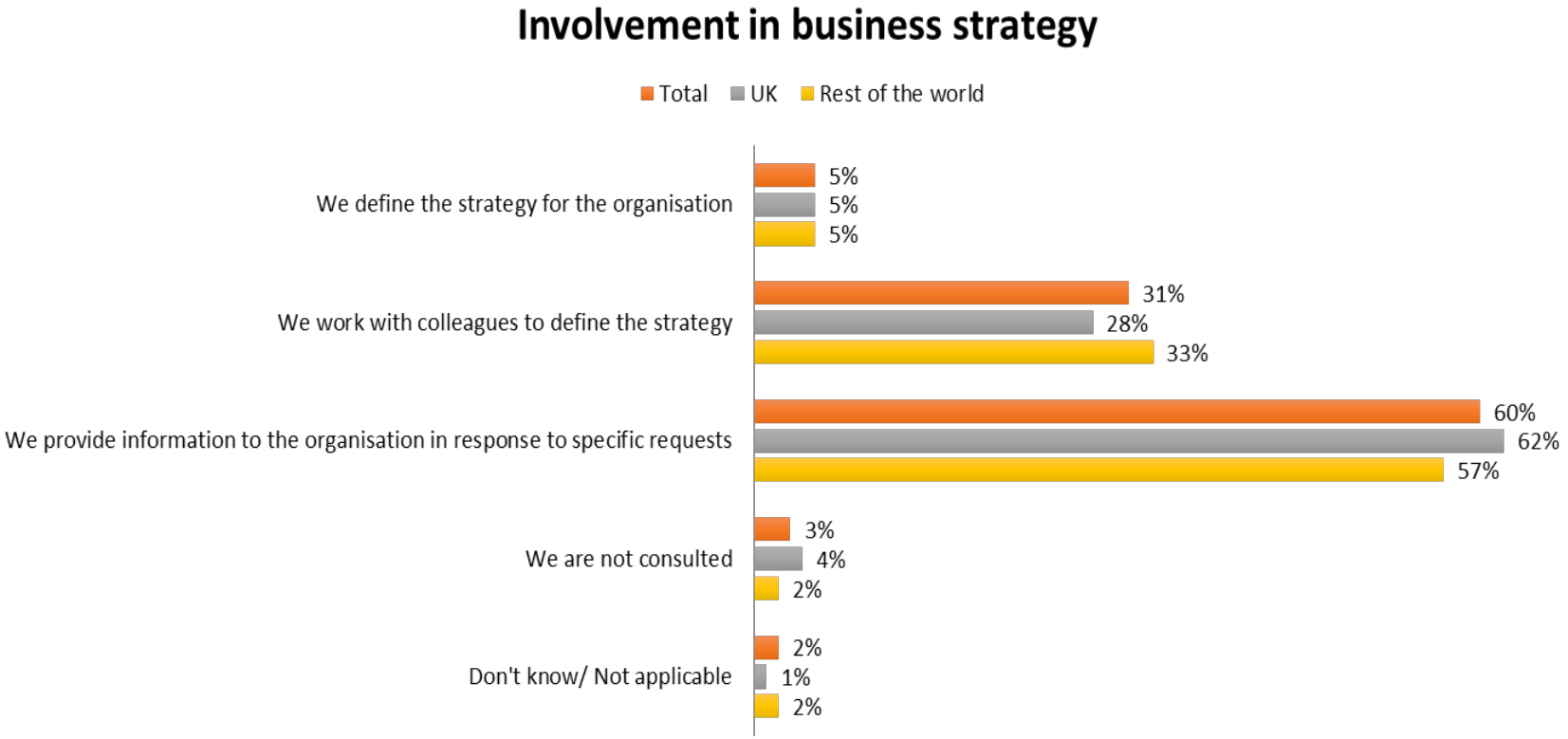

Treasury critical to solving wider business challenges

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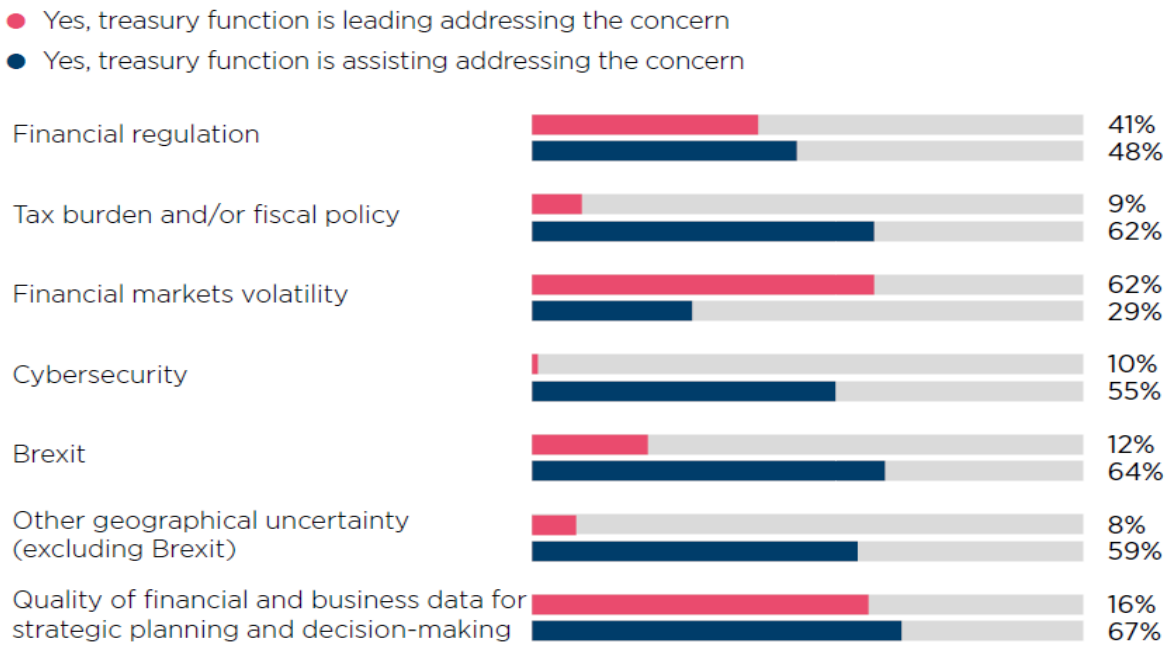
Is treasury helping to address the issue?



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Key Findings 2

- Treasury is seen as an increasingly varied and rewarding career with a high level of board exposure

- Treasurers are cautious when adopting financial technology, although investment in this area is rising to meet digital opportunities and threats

- Treasurers are becoming more professionally qualified and are expected to lead their business colleagues. Demonstrating financial value remains a challenge

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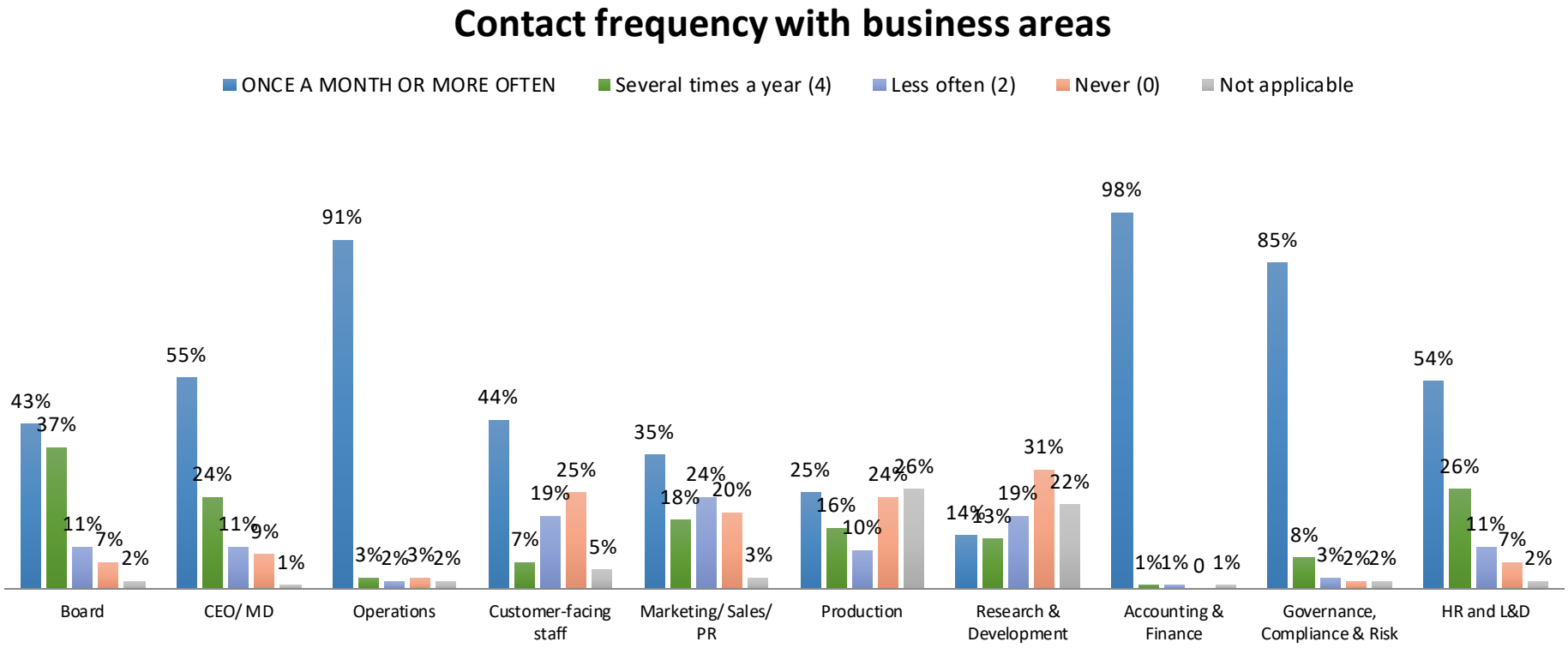
Who do treasurers talk to?



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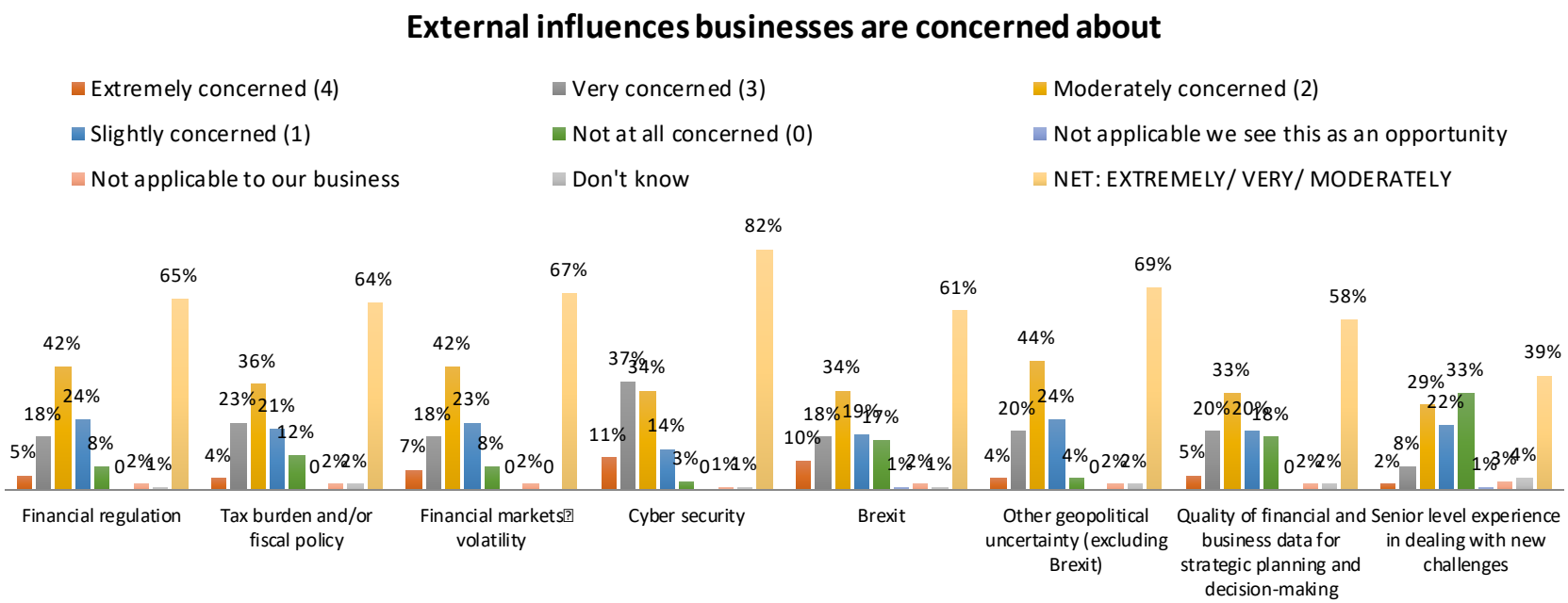

- A minority raised additional concerns, of which the most common were:
  - Oil/ gas/ commodity prices
  - Specific political concerns (Trump; nationalism; Scottish referendum; general uncertainty,)
  - Regulatory issues (non-financial)
  - The economy & competitive pressures

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Some general observations

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- challenges of automation, robotics, data management, regulation and the changing nature of financial services remain formidable
  - process automation and technology will drive efficient and effective financial and business strategy – are users and providers on same page(s)?
  - treasurers must enhance their understanding of their businesses using data as much as numbers
  - risk management remains operational & strategic issue