

Day 1

08:00	Registration and refreshments	11:30	The Impact of Basel III/IV on bank pricing	15:15	Refreshment break
08:30	Introduction			15:30	Case study: Chocoholics
08:55	Corporate treasury today		Cost of tier 1 capital to banks and impacts on pricing for bank products		Understanding the flows, risks and treasury metrics of a multinational
	The evolution of treasury and cash management as critical functions in the company		<ul style="list-style-type: none">Basel III/Basel IV: the impact on corporate treasuryHow Basel III/Basel IV impacts banks and their products		<ul style="list-style-type: none">Mapping flows, currency balance, exposuresIntercompany flows, liquidity and bank relationship impactsTreasury metrics and prioritisation
	<ul style="list-style-type: none">Treasury focus on liquidity, funding and investment, financial riskFunding the operating cycleRisk management in treasuryThe importance of cash and liquidity managementTrends in today's treasury marketManaging treasury as a global processThe changing role of the corporate treasurerCentralising treasury functionsTreasury in an ERP worldPassive or active treasury models	12:00	Treasury centralisation and structures	16:00	Tax efficient structures
09:45	Risk, funding and exposures		How centralised should a treasury be today?		Intermediating flows and exposures in a tax optimised way
	Risk management strategies in treasury		<ul style="list-style-type: none">Levels of treasury responsibilityDecentralised, distributed or centralised treasuryFull centralisation – regional or global?In-house banking – what are the advantages and disadvantages?Outsourcing treasury functionsTypical treasury structuresWhat fits your size of organisation?Passive or active treasury processesCentralising exposure management: intercompany FX		<ul style="list-style-type: none">Reasons for establishing treasury centres vehiclesWhich locations are right?Tax implications of a treasury vehicleTax neutral or tax advantagedImpact on OECD BEPS rules on treasury centresPopular legal structures: Europe, off-shore, Asia Pacific and LatAm
	<ul style="list-style-type: none">The right treasury policyIdentifying exposures and strategies to manage themCategories of financial riskUnderstanding the instruments for hedging and risk mitigationDefining an appropriate hedging strategyTransactional, cash flow and balance sheet hedgingRisk models: VAR	12:30	Lunch	16:30	Trends in treasury management
10:30	Refreshment break	13:30	Optimising global liquidity management		What are the key issues for the coming year according to treasurers at EuroFinance Conferences?
10:45	Funding, yield curves, fair value accounting		Creating visibility and mobilising liquidity globally		
	Optimising funding/investment choices		<ul style="list-style-type: none">Principles of liquidity managementSummary of notional pooling vs target balancingDocumentation for notional poolingNew developments in cross-border poolingUnderstanding cross-border rules and impact in cash concentrationCross-currency pooling structures – interest optimisationInterest enhancement opportunitiesMulti-bank concentration structuresLeveraging trapped liquidityHybrid structures combining cash concentration with notional pooling'Follow the sun' and 'against the sun' structuresCreating a global liquidity structureTax and legal issues in documentationGenerating active or passive incomeImpact of IAS 39 and Basel II/IIIChoice of treasury vehicle for liquidity		
	<ul style="list-style-type: none">FX funding (T+2), local market T or cross currency poolBorrow, spot, invest: using FX currency swapsManaging to the yield curveImplied future LIBOR rates from yield curveMatching duration of funding to cash flowFair value accounting for IRS and other derivativesImpact of tenor on cost of funds and investment returnsIAS 39 and IFRS 9: fair value accounting				

Further enquiries

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Day 2

08:00 Refreshments

08:30 **Working capital and commercial flows**

Key principles of working capital management and maximising efficiency of commercial payments and receipts

- Cash conversion cycle – CCC, DPO, DSO, DIO
- Cash management efficiency techniques
- Funding working capital and releasing under-utilised cash
- Weighted average cost of capital
- Optimising financial metrics – off balance sheet

08:50 **Intermediating commercial flows, payments factories and shared services**

Shared service centres and payment factories – tools to optimise treasury and take control

- The business case for shared services
- Benchmarking SSC processes
- Centralising vs outsourcing
- Benefits of centralising administrative processes
- Creating efficient accounts payable processes
- Role of ERP systems in commercial flows
- Using commercial cards and p-cards for procurement and T&E
- Integration with procurement systems and platforms

09:30 **Techniques for commercial flows**

New opportunities when regionalising commercial flow

- What can be achieved in ERP
- 'On behalf of' collections and payments (POBO/COBO)
- In-house cash banking
- Case study: Treasury ERP

10:15 Refreshment break

10:30 **Domestic payments**

How money moves and settles domestically

- Domestic clearing infrastructure summary and key concepts
- Changing payments infrastructure
- Eurozone payment and clearing options – Life after SEPA
- Comparison of regional systems – Americas / African / European / Asian examples
- Specialised local instruments
- Emerging payment methods: faster

- payments, mobile, blockchain
- Evolving of domestic payments in Europe, faster payments, PEDD

11:00 **International payments**

Moving money across borders efficiently to minimise charges and loss of availability

- SWIFT and International money movement
- Using intermediary or correspondent banks
- Serial payments vs pay direct with cover
- The types of messages and when they are used
- Regional payment systems
- Using BICs, IBANs and UIDs
- Implications of OFAC and AML
- Currency check collections and bankers drafts
- Letters of credit and documentary collections

12:15 Lunch

13:15 **Account structure for commercial and treasury flows**

Principles for account location: where to hold them and how to manage them

- Easy countries and problem countries – examining different scenarios
- Integrating resident and non-resident accounts
- Impact of Euro/SEPA on account structures
- Importance of establishing correct ownership
- Incorporating netting, inter-company funding and centralised liquidity
- Approaches to regional and global liquidity management structures
- Centralised or decentralised account structures
- Linking in a treasury centre or an in-house bank
- Integrating concentration, notional pooling, POBO/ROBO, interest optimisation, interest enhancement and funding

13:50 **The evolving regulatory and governance / risk frameworks**

Treasury compliance and policy challenges

- Framework of policies and procedures
- Impending money market fund reforms EU and US
- Compliance: AML and KYC procedures for banks and

- treasurers
- EMIR and Dodd Frank reporting
- Intercompany loan pricing considerations

14:15 Refreshment break

14:30 **Principles of working capital and cash management efficiency**

Working capital: what is a 'sufficient' cash buffer?

- 'Order to cash' and 'purchase to pay' cycles
- Eliminating cash cycle times
- Automation of receivables matching
- Electronic bill presentment and payments
- E-invoicing and dispute management

15:00 **Supply chain financing**

The new face of trade solutions in your supply chain

- The financial supply chain
- P&L vs balance sheet management
- Measures of working capital performance
- Examples of 'buy-side' and 'sell-side' financing
- Supplier financing programs
- Achieving off-balance sheet financing
- Accounting implications of receivables finance
- Electronic solutions and technology developments
- Documentation and logistics

16.40 **Exercise: Improve liquidity or improve return on assets**

Using financing to deliver cheaper funding and/or improving financial ratios

Further enquiries

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