



# Key Issues Facing Treasury Executives

AGA Treasurers Meeting

Sept. 21, 2011

---

Craig N. Martin

Executive Director

Corporate Treasurers Council

# AFP Liquidity Survey

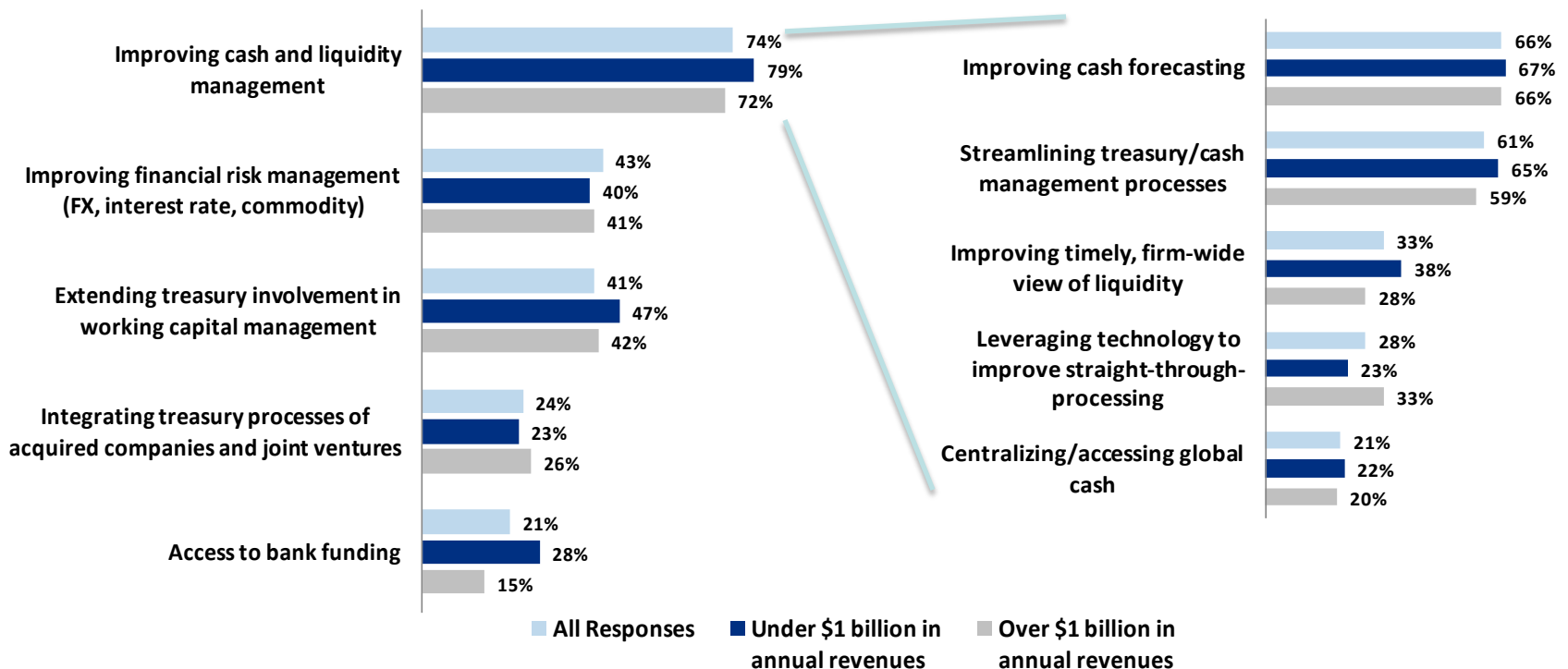
## Top Priorities for Treasury



Three-quarters of survey respondents see “improving cash and liquidity management” as a key area of focus for their companies’ treasury operations. Two-thirds of survey respondents cite improving cash forecasting as one of the top three priorities in cash/liquidity management.

Current Top Areas of Focus for Treasury Operations

Top Current Priorities in Cash and Liquidity Management



# Global Treasury Priorities



## Liquidity: Maximizing Cash Efficiency

- Rationalize structures, processes, and external services
- Improve cash forecasting - Deploy options to reduce trapped cash and increase demand for optimized returns
- Centralize processes and utilize intercompany transactions
- Leverage technology to provide visibility, insight & action

## Improving Risk Management

- Develop firm-wide view of exposures
- Implement policies & clear governance, monitor compliance
- Operational as well as Financial - Expense and risk considerations drive demand for automated solutions
- Close coordination with businesses and regions

## Volatility in the Markets

- Market conditions and evolving regulations require improved information management and reporting capabilities
- Keeping Capex and hiring decisions on hold
- EM Shift - Post crisis, M&A activity is increasing along with natural expansion into new markets

## Strategic Treasury - Supporting Growth

- Capital Structure and Allocation
- Treasury becoming more of a partner in organization-wide initiatives to help drive the business
- Reassess banking relationships with a view towards future growth strategies