

# Future of Treasury

## Will the treasury still be relevant in 2025?

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Our survey shows that treasuries are hoping to maintain – or even strengthen – their emerging position as a strategic player, helping set the direction of business and drive digitalisation. But are treasuries on top of this? Or is there a gap between their ambitions and reality?

By **2025**

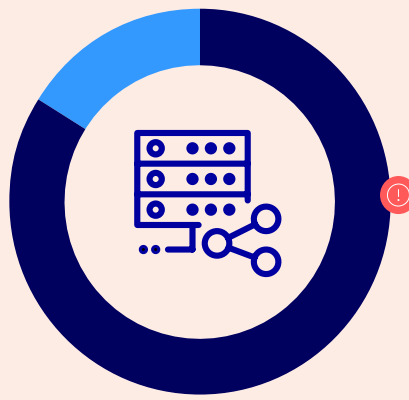
### treasurers expect to:

- Strengthen their position as a strategic player in business
- Significantly increase automation and adopt new technology
- Take an active role in supporting business development and digitalisation
- Hire/add new skills

Although treasuries expect technology to play a more crucial role in their daily operations, **our research found:**



**98%** of respondents have a finance policy

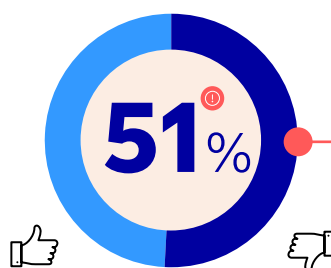


**84%** don't take technology into account in their finance policy

As of yet, many treasuries **don't consider** their treasury management systems to be future proof:



**85%** have only one Treasury Management system



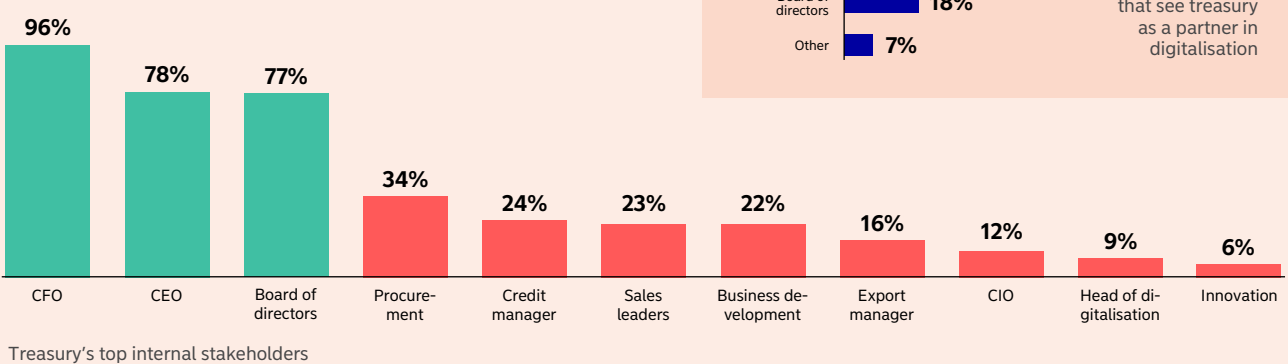
say their Treasury Management system **isn't future proof**

**13%** of those that say their systems aren't future-proof **have no plans to upgrade or replace them.**

**76%** of those say their systems **requires a major upgrade or replacement.**

There's also a **gap** between the treasury's ambition to be seen as a **strategic partner**, and the way **it's really perceived:**

Treasury is not viewed as a strategic partner in business...



## Treasury is thinking tactically, not strategically.

Its focusing on short-term issues, instead of the bigger picture where business undergoes its digital transformation:

### Key challenges in future proofing treasury:

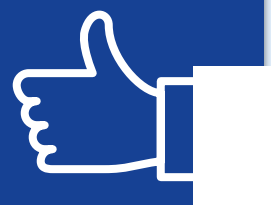
- 56%** Inefficient processes
- 55%** New regulations
- 35%** New technology

**70%** don't have a strategy for digitalisation.

**25%** have **no strategy** for future proofing treasury.

## The good news

is that it's not too late to improve the treasury's chances of achieving its ambitions of being a strategic partner in 2025 – and some are already planning:



To ensure strategic relevance in the future:

- 34%** Will train/recruit to ensure strategic relevance in the future
- 26%** Adopt new technologies such as robotics and AI
- 16%** Will fully automate treasury

### Key competences for new employees:

- +23% System integration
- +21% Process automation
- +11% IT Security/fraud prevention

**1%** say that the treasury won't be a strategic function in 2025.

Let's hope not!

But **20%** still think no major changes are needed