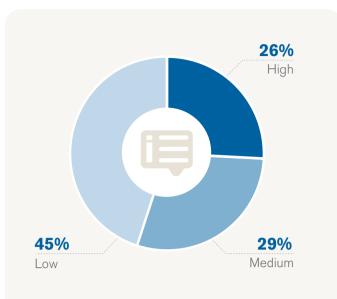
The evolution of the treasury

How have corporate treasuries fared during a period in which they have had to react to a vibrant macro environment and increased automation of processes? And what does the future hold?



Just a quarter of treasurers said **informing strategic decisions** was of high importance two or three years ago.

Today, the treasury's **top 4 areas of responsibility** are: cash and liquidity; interest rates; funding/capital markets; and FX.



Centralisation of the group's cash and liquidity is the **top priority** for treasuries between now and 2017.

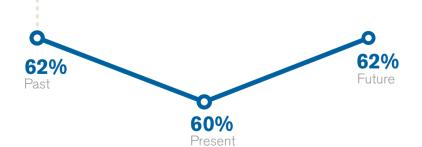


The largest corporates are looking to simplify their banking arrangements.



62%

62% of treasuries say handling transactions will remain a key priority.



By 2017, the treasury is a vital business resource, leading strategy on funding and risk – at many companies it has already assumed this role.



2001

Market conditions provide a strong incentive for treasuries to **trade to generate a profit**.

2007



€

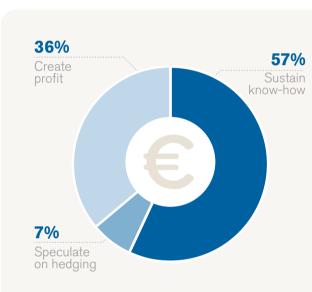
Automation and digitisation enable easier and faster transaction and communication processes.

2014

Ruble collapses

2015

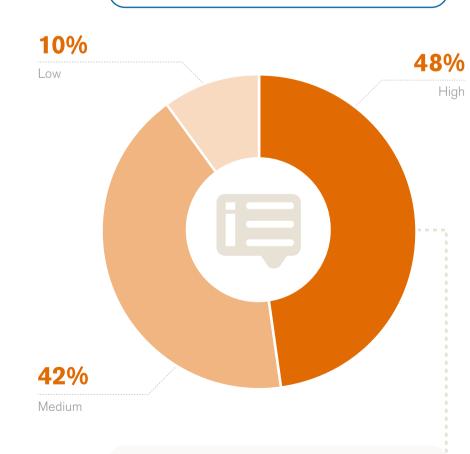
Swiss franc unpegged from the euro



Just **1/3** of treasuries now have a **trading mandate**. The main objective for those that do is maintaining know-how of products and the marketplace.

68%

68% of treasuries expect to be **hedging more** interest rate risks in two or three years.



48% of treasuries believe that participating in **strategic decision-making** will be very important by 2017.

2017



Download the full Treasury 2017 report from Nordea Insights insights.nordea.com/go/treasury-2017