



## Building Efficient Global Cash and Liquidity Management Structures from Basic Building Blocks

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### What Should We Consider?

The best cash management solutions consist of selecting well packaged products and services that fit together to provide corporate treasury and subsidiaries with:

Minimum number of bank accounts and bank relationships (the right accounts in the right country with the right bank in the right currency)

Automated settlement processes for payments, receipts and risk management activities

Straight through payment processing with "no touch"

Optimal liquidity solutions in single and multiple currencies (cash concentration and notional pooling)

Deep and liquid markets in tradable currencies

Optimal use of technology both through ERP and TMS as well as connectivity, formatting and standards (SSCs, Payment Factory, In-House Bank, payments on behalf of (POBO), receivables on behalf of (ROBO))

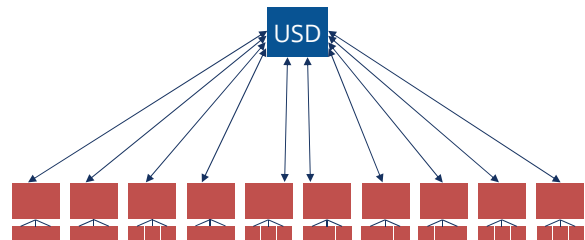
Ability to scale up or change with minimal disruption

Uses changing banking infrastructures to best advantage (e.g. SEPA)

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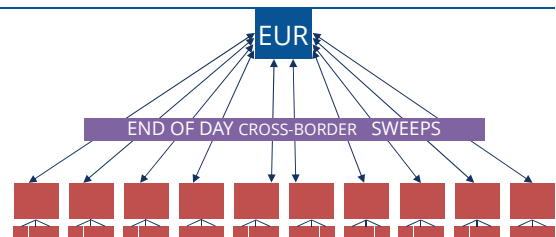
## Let's Look at Our Liquidity Options

In-country cash concentration (single currency)

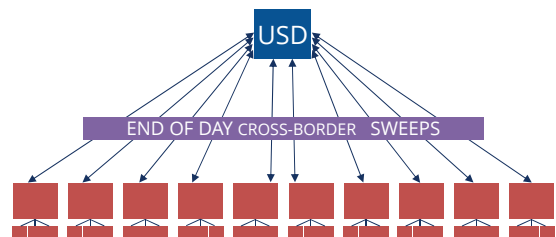


## Let's Look at Our Liquidity Options

Cross border cash concentration (single currency)



Cross border cash concentration (single currency)



## Let's Look at Our Liquidity Options

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Cross border cash concentration (multiple currencies)



## Let's Look at Our Liquidity Options

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In-country national pooling (single currency)



GBP GBP GBP GBP GBP GBP GBP GBP

## Let's Look at Our Liquidity Options

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In-country notional pooling (multiple currencies)



EUR DKK NOK HUF SEK CHF GBP USD

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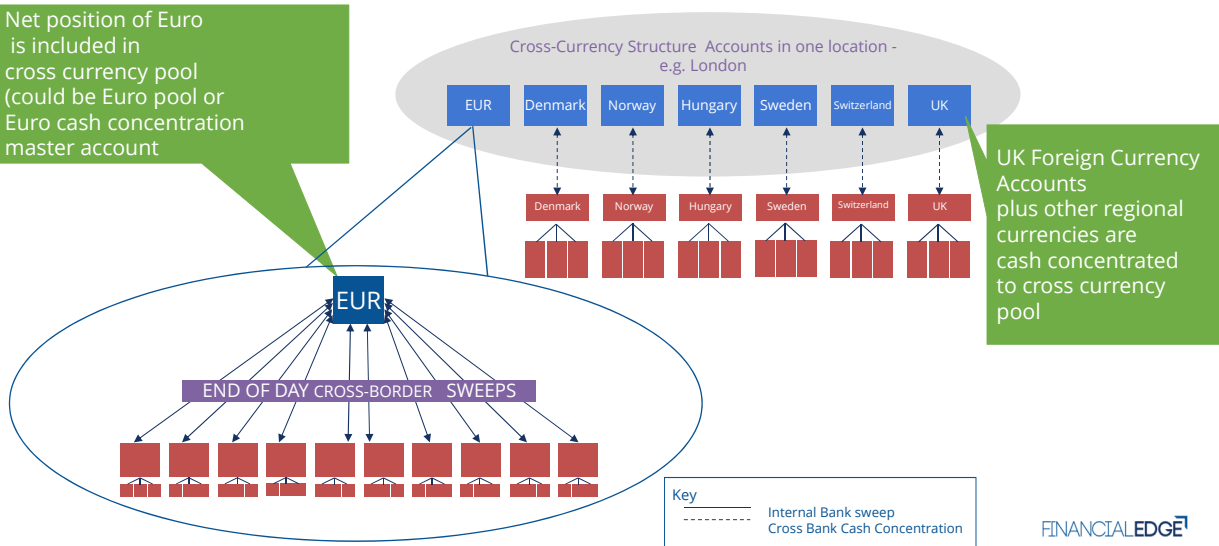
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Cross border notional pooling (multiple currencies)



## Cross Currency Pooling

Net position of Euro is included in cross currency pool (could be Euro pool or Euro cash concentration master account)



## Optimising Interest on a Cross-currency Basis

### Concept:

- Works by narrowing the bank spread between debits and credits (to the extent that credit balances cover debit balances)
- Optimal solution [?] No actual FX involved, notional only FX calculations for conversion purposes
- All interest calculations conducted in original currency for transparency

### Liquidity Vision:

- Multi-currency pool based in London/Amsterdam/Dublin – Optimization of Interest
- Optimized Interest balances physically moved to single financial centre
- Enhanced Interest balances remain in-country
- Virtual Multi-currency pool based in country – Enhancement of Interest

## Optimising Interest on a Cross-currency Basis

The domicile of the optimized cross currency pool must meet the following criteria:

Pooling must be permitted from a legal perspective

Banks must have the ability to report pooled balances on a net basis from a regulatory capital reporting perspective

Clarity of operational and documentary requirements

Deep and liquid markets in tradable currencies

Exploit time zone advantage to enable end of day cash concentration to take place wherever possible

Care re: Basel III / CRD IV

## Interest Enhancement on a Cross-currency Basis

Enhanced interest is simply a method of enjoying preferential pricing across a group of accounts. It helps corporates improve rates of credit and debit interest based on agreed parameters (tiered balance thresholds)

No need to physically move balances since enhanced interest converts into notional base currency

Each participant accrues standard or preferential daily interest on its underlying balance in its original currency, depending upon conditions

Interest is settled at local level

Unlike optimized interest it does not take into account coverage of debit and credit balances

Attractive for corporates with a mix of working capital balances in unregulated and regulated countries/currencies where surplus funds are trapped

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