



Recent and Current Client Examples

‘Managed Treasury’ Solutions

Full Treasury Service - Scandinavian multinational:

FTI provides a full treasury solution, front, back and middle services and a technology infrastructure, to a Scandinavian multinational company with revenue in excess of €3bn.

Business Concept: to provide the full range of operational treasury services to the Group’s 25 subsidiaries in 17 countries from a centre of expertise where service continuity was assured.

Activities Managed by FTI: Group cash forecasting; cash management; intra-group financing and depositing facilities; fx dealing; group debt portfolio management; intra-group netting.

European Treasury Center – US Multinational:

FTI provides the European treasury center solution for a west coast US company with revenue of USD600m

Business Concept: to have a centre of expertise which provides treasury services to and manages defined treasury exposures of the Group’s 16 subsidiaries in 8 countries.

Activities Managed include: cash and liquidity management; intra-group lending and depositing; fx management and hedging transactions; intra-group netting and settlement.

Full Turnkey Service for Irish Subsidiary:

FTI has provided the back office and accounting services for the Irish Subsidiary of Scandinavian multi-national company since 1991.

Business Concept: The Irish based company to provide treasury services to the Group and its subsidiaries, and acts as a centre of expertise for the Group.

Activities Managed include: Group and intra-group financing and debt management; Group deposits facility; cash and liquidity management; fx management; strategic treasury advice.

Part Service - UK Utility:

FTI manages aspects of the treasury operations of UK based utility with revenue of Stg500m.

Business Concept: to provide a quick start-up and expert treasury services solution to the company following spin-out from a larger group.

Activities Managed include: investment of several surplus cash funds; strategic advice on treasury policy and risk management, and on debt management.



International Bank:

Large International Bank set up a specialised finance company in 2000 with all treasury operations to be managed and conducted by FTI.

Business Concept: to have a credit warehousing vehicle in place in an appropriate jurisdiction to facilitate the provision of facilities to the Bank's major corporate customers.

Activities Managed include: management and administration of the warehoused facilities; management and administration of the funding requirements to support these; management, execution and administration of interest rate, fx rate and credit risk connected with the facilities; provision of all corporate services.

Back and Middle Office Services, TMS Only:

Example 1 - Switzerland

FTI provides an integrated solution to a Swiss based multi-national where the client has retained its front office activities in-house and has outsourced all back and mid office functions to FTI, including use of FTI's treasury management systems.

Example 2 - Canada

FTI provides back office and middle office support services including systems infrastructure, hedge accounting and settlement processing to a Canadian multi-national company with sales in more than 100 countries worldwide.

Accounting Services:

Example 1 – Holland

FTI provides management and statutory accounting services, including mark to market reporting and hedge accounting, to a subsidiary of a Dutch multi-national company.

Example – Greece

FTI provides management and statutory accounting services for a subsidiary of a Greek financial institution.

Company Secretarial and Treasury Services:

FTI provides company secretarial services, as well as treasury and accounting to a Dutch/ Italian subsidiary, including managing Board meetings, minute taking, administration arrangements and CRO returns.



Treasury Consultancy Assignments

Treasury Re-engineering and Global Cash Management

FTI has worked with a worldwide leader in management and technology consulting (turnover in excess of \$14bn and operations in 48 countries) on the reengineering, design and implementation of a global cash management solution (Europe, Americas, AsiaPac) for the group.

Cash and Liquidity Management Design & Implementation

FTI worked with a US multi-national company with a turnover in excess of 40bn to select cash management service providers and project management the solution implementation in UK (125 subsidiaries), Germany (100 subsidiaries), Scandinavia, Central and Eastern Europe.

Treasury Policy

For a Dutch multinational with turnover of €3bn, FTI advised on the strategic approach and policy for treasury management within the Group, including corporate and business funding, cash, liquidity and risk management and the overall corporate control framework for treasury.

Foreign Currency Risk Management

For an Australian based company, FTI advised on global treasury policies and guidelines including foreign currency management, risk management tools for complex exposure management issues and the set up of a treasury centre for the UK.

Treasury Organisation

FTI's role with a US institution with assets in excess of \$200 billion was to:

- Design an integrated banking solution to meet corporate and operational needs
- Undertake a structured selection of a bank service provider
- Project management and implement the agreed solution
- Design a treasury infrastructure and treasury processes
- Build the new treasury arrangements
- Liase with operations, corporate finance, accounting, tax, risk and regulatory to ensure that the processes and structure meet regulatory requirements and good practice control standards

Credit Risk

FTI developed the credit assessment framework for allocating credit limits for participation in the on the day gas commodities OTC trading market in the UK.

Financial Institution – Corporate Services

FTI was engaged by one of the largest financial services groups in the UK to undertake an independent review and critique of their cash management offering. FTI compared their existing offering to customer requirements, peer group competitors and the institution's internal approach and mission to this product area. The objectives was to ensure that existing and planned cash management service were adequate to meet the needs of existing and new customer's needs, and to achieve/maintain competitive advantage/differentiation in the marketplace.

Airline Industry

Example 1 – Large plc

FTI undertook a review of its treasury management activities and controls in order to benchmark against best practice and to establish a clear blueprint to guide the development and structure of treasury activities in the future.

Example 2 – State Owned

We have provided strategic treasury advice in relation to the development of financial and treasury policy, treasury risk management, the financing of a state owned major fleet replacement programme, the management of foreign currency cash flows and the debt portfolio.

Credit Unions

FTI provides a wide range of services to Credit Unions including:

- Investment Advice & Portfolio Reviews
- Treasury Policy Development
- Asset & Liability Management (ALM) Services
- Strategic Advice & Product Development
- Review & Development of Governance Structures



Treasury Systems

Ministry of Economy and Finance, Republic of Romania

During 2007/8, we installed FTI STAR in the Ministry where it is now the treasury system used for management of Romania's public debt, both central government and local government. As part of this engagement, we customised our system to extend the range of treasury instruments and create a highly-controlled payment process. Our role included extensive training in treasury for front, mid and back office staff in all relevant treasury areas.

Central Bank, Iceland

FTI installed its debt management system, FTI STAR, in the National Debt Management Agency of Iceland and subsequently in the Central Bank when it took over responsibility for debt management in October 2007.

Sovereign Debt Management Office, Republic of Croatia

This project involved the establishment of a specialist cash and debt management unit to manage the central government debt and cash resources of the Republic of Croatia.

Summary of the main project elements:

- developing a strategic plan for the debt management unit
- developing the policy for cash/debt management, including currency composition, fixed/floating mix, duration, maturity profile and risk management
- putting in place the organisational structure, staffing and the allocation of responsibilities between front, back and middle office,
- providing small group and one-to-one financial training
- developing the operating procedures and procedures manuals
- specifying the required functionality for the debt management system
- major treasury systems implementation
- putting in place the procedures and controls for state guarantees

Ministry of Finance, Republic of Colombia

FTI worked as part of a World Bank team to provide a one-week workshop to the Republic of Colombia on sovereign debt management, particularly in relation to debt management methodology and MIS requirements.

UK Debt Management Office

When this agency was established, it retained FTI to assist it start up its new functions in respect of debt and cash management. Major organisational development was required, as this was effectively a new debt management office.

We were responsible for the following areas:

- advising on overall systems strategy
- managing third-party treasury system implementation
- designing management information/reporting
- advising in relation to cashflow forecasting and decision support systems, including systems design to meet requirements
- ensuring integration of all treasury, accounting and decision support systems.

Ministry of Finance, Republic of Latvia

FTI has provided advisory and technical support service to Ministry and State Treasury, and other ministries. This has included assistance with the strengthening of public expenditure management, including assistance to the Ministry and the State Treasury in preparation for EU accession.

Specific elements have included assistance with:

- Debt and risk management, adoption of international approaches to debt management, the degree of active/passive management and risk parameters.
- Debt management strategy including benchmark targets (specifically in terms of currency composition, maturity profile, duration etc), in the context of movement towards EU accession / possible EUR adoption.
- Alignment of borrowing practices to medium term and longer time perspective, including linking the medium term expenditure frameworks and multi-annual borrowing plans.
- State treasury risk management policies, procedures and operational parameters in the context of international best practice.
- The reduction and control credit risk exposure.
- Further development of skills, expertise and experience in state treasury management through ad-hoc consultation and training.
- Training in the use of financial market and derivative instruments, their pricing, and the processes that are needed for their effective use and control.
- Assistance in implementation of IT systems.

In 2005, we advised the Treasury in relation to the objectives for debt management and the approaches used for setting benchmarks.

Ministry of Finance, Republic of Slovenia

FTI provided technical assistance to the Debt Management Department of the Ministry of Finance in relation to their systems requirements. The key element of the project was to specify the business requirement and to support the Ministry of Finance in upgrading their debt management system to fully meet its increasingly complex public debt management.

Key elements of the project were:

- To define the user requirements
- To advise on strategy for meeting these requirements
- To specify the requirements for a major upgrade to an existing debt management system.
- To advise and assist the development team in the technical design and development stages of the project.

Ministry of Finance, Brazil

As part of a World Bank sponsored project FTI developed a systems strategy for the State Treasury in Brazil focusing on their treasury system and risk management requirements.

City of Bogotá, Colombia

As part of a World Bank project FTI reviewed the public credits and treasury department of the City of Bogotá's systems strategy to support their public credit, treasury and risk requirements and issued recommendations based on the findings

Ministry of Finance, Czech Republic

FTI provided the lead consultant to a World Bank financed project to provide advisory services on the preconditions and strategy for building a treasury function in the Czech Republic, the main elements of which were:

- To define the scope of the State Treasury in terms of functions and responsibilities.
- To specify the form it should take, especially as to whether it should be within the Ministry or a separate entity.
- To recommend the stages of development required to move forward from the current situation to the final concept.
- To identify the critical success factors and resources required.



For further information please contact info@fti.ie