

The Modern Treasury Playbook

5 Steps to Unlocking Better Visibility and Control

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Economic uncertainty is the new norm. Markets are volatile. Interest rates are unpredictable. Global trade policies are shifting by the day. And through it all, treasury and finance leaders are still expected to forecast accurately, preserve liquidity, manage risk, and generate returns.

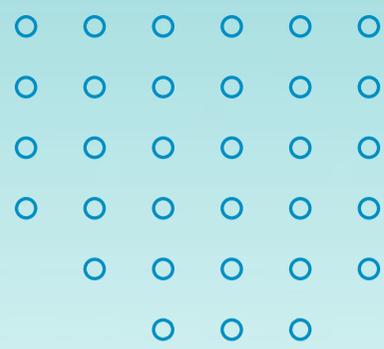
That's a tall order – especially for organizations relying on outdated treasury management systems, manual spreadsheets, and fragmented data spread across many portals and accounts.

The stakes are too high for slow, reactive treasury operations.

In today's turbulent environment, being a step behind means inefficiency, missed opportunities, increased exposure to risk, and greater pressure from the C-suite to do more with less.

It's time to modernize.

This playbook lays out five practical steps to transform treasury from a back-office function into a strategic driver of resilience, agility, and performance. You won't need a multimillion-dollar system overhaul or a year-long implementation timeline. What you will need is a modern mindset – and a smarter way to manage treasury operations. Read on to learn how to modernize treasury.



The Visibility Gap That's Undermining Your Strategy

If you can't see your cash and investment positions clearly, you can't manage them effectively.

It's that simple.

But for many treasury teams, visibility is still a major obstacle. Data is siloed across banks, custodians, money market portals, and internal systems. Getting a consolidated view of cash and investment positions often means logging into multiple platforms, pulling reports manually, and stitching together spreadsheets that are outdated the moment they're completed.

And in this economy, that's a serious liability.

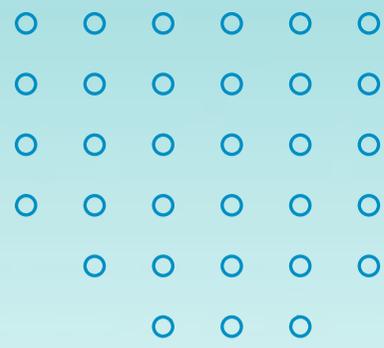
- ✓ Cash forecasts lose accuracy
- ✓ Excess liquidity sits idle instead of earning yield
- ✓ Short-term investment decisions are delayed or misaligned
- ✓ Risk exposure increases due to blind spots in oversight



The result?

Treasury becomes reactive instead of strategic – constantly playing catch-up.

The first step to a modern treasury operation is solving the visibility problem. Aggregating data from all financial accounts and investment sources into a single, real-time view delivers the clarity and control they need to act with confidence – even when markets are anything but stable.



What a Modern Treasury Operation Looks Like

The world has changed – but many treasury operations haven't. Too many teams are still stuck using legacy systems, clunky workarounds, and outdated workflows designed for a different era.

A modern treasury operation is about building a strong, streamlined foundation that enables better decisions, faster execution, and stronger performance – no matter what the market throws our way.

Here's what sets a modern treasury operation apart:

1. Real-Time Visibility Across All Accounts and Investments

No more guessing games or waiting for end-of-day reports. A modern treasury team has a real-time, consolidated view of all bank balances and investment holdings. That means no more logging into multiple portals or reconciling data manually – just the clarity required to act with speed and precision. responding to grid fluctuations or unexpected events.

2. Automated Workflows That Eliminate Manual Risk

Automation replaces tedious, error-prone treasury processes like reconciling transactions, executing settlements, and updating reports. This reduces the risk of human error, increases efficiency, and frees up time for more strategic work – like

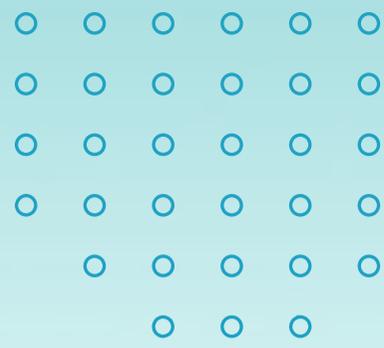
optimizing cash deployment or stress-testing forecasts.

3. Agile Cash Forecasting and Scenario Planning

Modern treasury teams can create, update, and analyze forecasts quickly using centralized data and built-in tools. That means they're prepared for sudden changes in interest rates, liquidity needs, or market conditions – without having to rebuild cash forecasting from scratch.

4. Actionable Insights to Optimize Liquidity and Yield

Treasury's job isn't just to safeguard assets – it's to make them work harder. A modern treasury management setup helps spot excess cash and deploy it more efficiently, all while being compliant.



5. Transparent Oversight and Built-In Controls

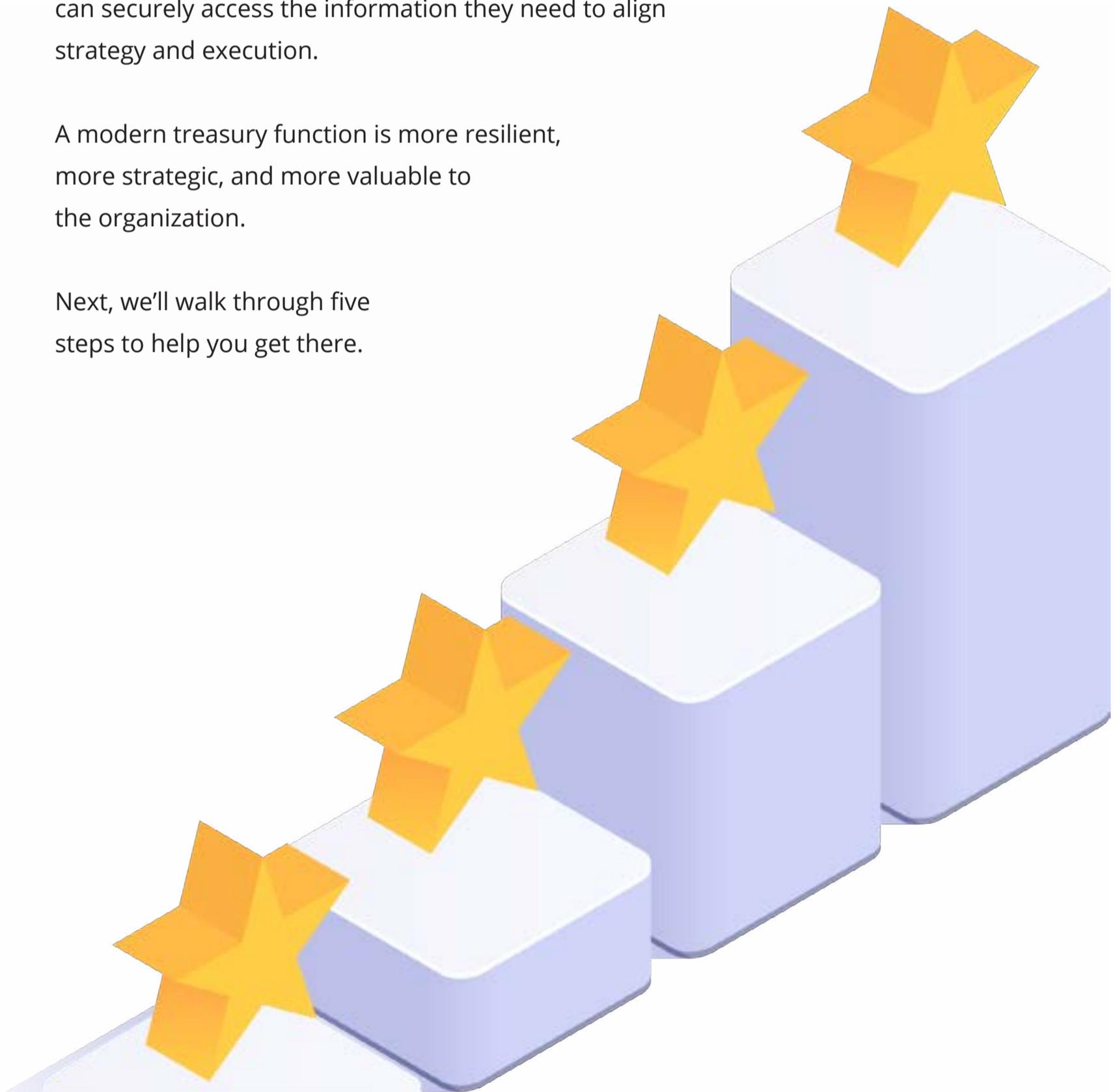
Comprehensive audit trails, workflows, approvals, policy compliance, and role-based access are built into every step of the process – not added as an afterthought. That makes it easier to meet internal controls, pass audits, and demonstrate compliance without adding layers of complexity.

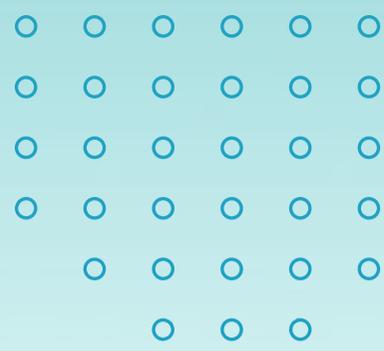
6. Easy Access for All Key Stakeholders

A modern treasury management platform is collaborative – not closed off. Finance, accounting, and executive teams can securely access the information they need to align strategy and execution.

A modern treasury function is more resilient, more strategic, and more valuable to the organization.

Next, we'll walk through five steps to help you get there.





Step 1: Aggregate and Centralize Your Treasury Data

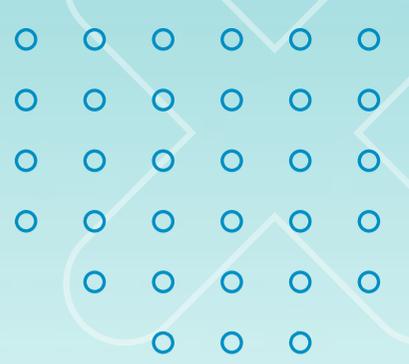
For most treasury teams, aggregating visibility is harder than it should be.

One of the problems is that the information is in different formats, so normalizing the data becomes a challenge.

Additionally, cash and investment data is often spread across dozens – sometimes hundreds – of bank accounts, custodians, portals, and internal systems. Some accounts may only be accessed monthly. Some investment statements may arrive by email. Some balances may only be visible through portals.

This fragmented approach makes it nearly impossible to gain accurate, timely visibility into financial positions. It also slows down critical functions like forecasting, cash positioning, and investment decision-making – especially during times of market disruption or liquidity stress.



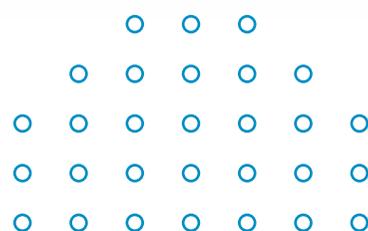
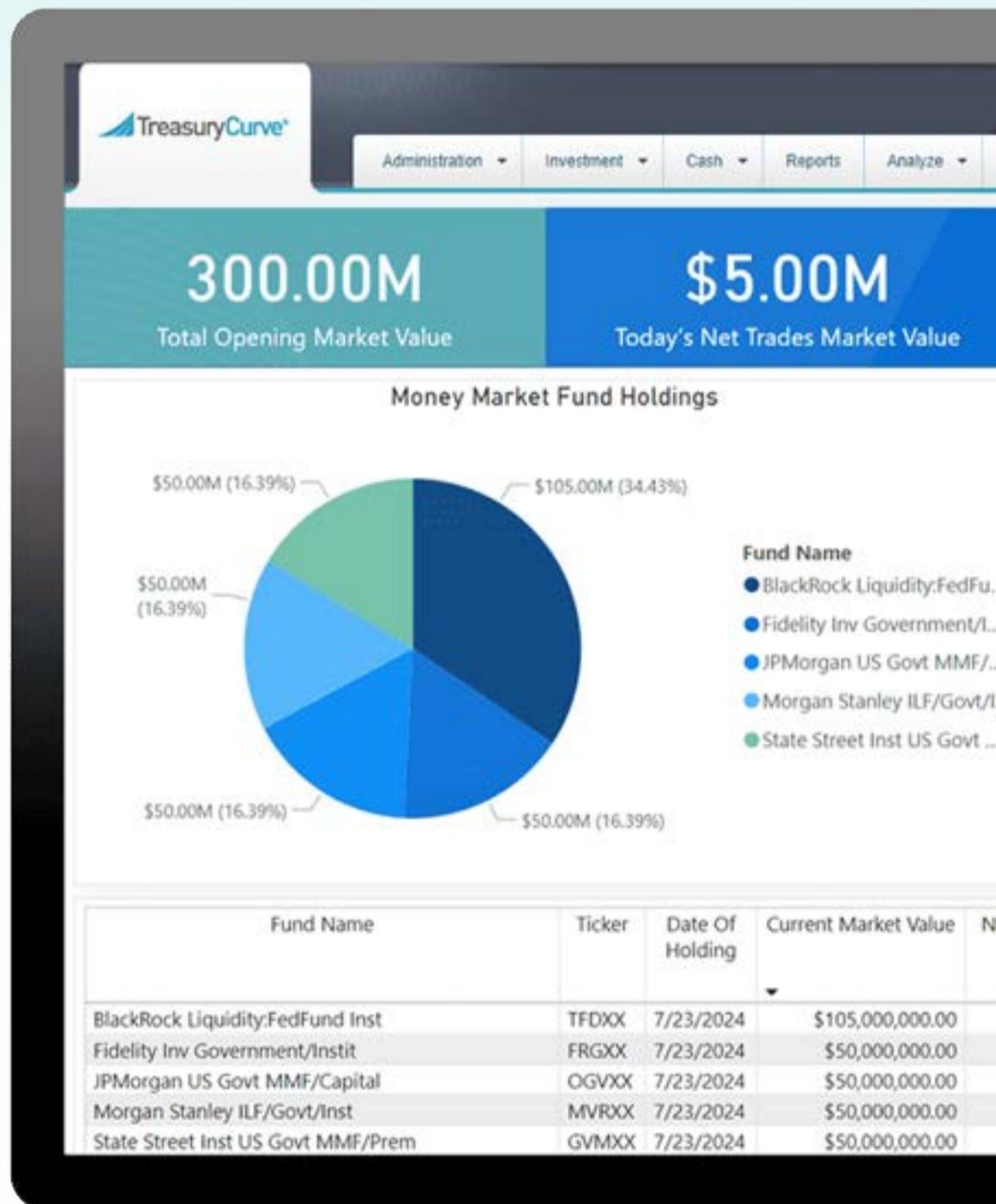


The Fix: One Platform, One View

The first step to a modern treasury management operation is consolidating all treasury data – bank balances, investment holdings, transaction details – into a single, real-time view.

This means:

- ✓ Connecting all banking and investment accounts through secure integrations
- ✓ Automatically importing and updating balances and activity
- ✓ Normalizing data so it's comparable and actionable
- ✓ Enabling filters, segmentation, and drill-down views across accounts, business units, currencies, and time horizons



The Payoff: Faster, Smarter, More Confident Decisions

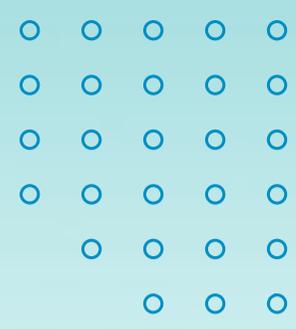
Once an organization's treasury data is centralized:

- ✓ Treasury and finance teams can make faster, more accurate cash forecasts
- ✓ Treasury and finance teams can identify and act on idle cash opportunities more quickly
- ✓ Treasury and finance teams reduce reliance on spreadsheets and manual reconciliation
- ✓ Visibility and control are increased, especially in high-risk or high-volatility environments

And perhaps most importantly, organizations move from a reactive posture to a proactive one. With all data in one place, treasury can shift its focus from chasing down information to driving strategy.

**Ready to take the next step?
Up next: Step 2 – Uncover
Opportunities.**





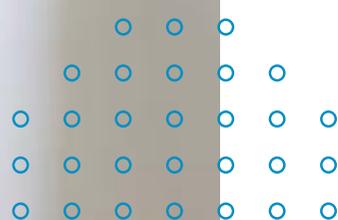
Step 2: Uncover Opportunities

Once an organization's treasury data is centralized:

Idle cash is a missed opportunity. And in today's economic environment – marked by fluctuating interest rates, uncertain liquidity needs, and rising return expectations – doing nothing can be costly.

Yet for many organizations, idle cash continues to sit in non-interest-bearing accounts, simply because it's difficult to manage investments efficiently. The reasons are familiar:

- ✓ Investment options are spread across disconnected platforms
- ✓ Approvals and settlement processes are manual and slow
- ✓ Treasury teams don't have the time or tools to act quickly
- ✓ There's limited visibility into available options or historical trends

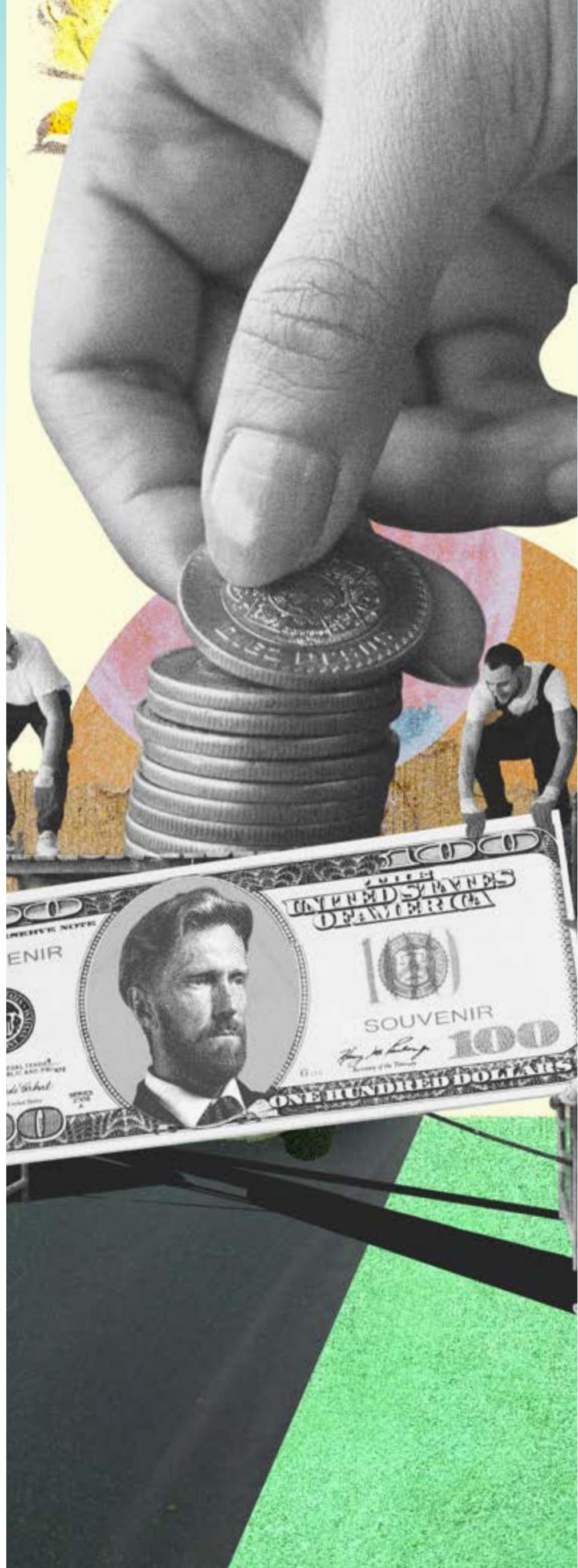


The Fix: Make Yield Optimization a Daily Practice

Preservation of principal is the priority of treasury departments. With access to a full range of short-term investment options and the ability to act quickly, a team can:

- ✓ Automatically identify excess cash across all accounts
- ✓ Execute investments in government and prime money market funds, deposit products, or other policy-approved vehicles
- ✓ Schedule redemptions in line with upcoming cash needs
- ✓ Maintain compliance with investment policies through controls and built-in oversight

Instead of defaulting to “do nothing,” automation enables treasury and finance teams to take deliberate action to earn yield – without compromising access or control.



The Payoff: Smarter Cash Management

By proactively managing idle cash, treasury teams can:

- ✓ Potentially generate additional income – even on short-term balances
- ✓ Put yourself in position to Improve overall liquidity and reduce reliance on credit facilities
- ✓ Demonstrate greater value to executive leadership and the board
- ✓ Align cash deployment with policy and risk tolerance without increasing complexity

This step can turn the treasury department from a cost center into a performance driver. And it positions a treasury team to take advantage of short-term yield opportunities – even in volatile market conditions.

Want to further elevate your treasury operations? Take the next step – Act on Opportunities.



Step 3: Act on Opportunities

When an opportunity to optimize liquidity or maximize yield appears, timing is everything. But too often, treasury teams lose momentum between identifying an opportunity and executing on it.

Manual trade execution processes are slow, error-prone, and fragmented. Teams are forced to toggle between portals, email approvals, and disconnected systems just to complete a single transaction. As a result, even well-identified investment opportunities can go unrealized – or worse, mistimed.

In today's rate environment, that can be the difference between meeting performance targets and missing them.



The Fix: Execute with Speed and Precision

A modern treasury team must be equipped to act fast. That means having a single, intuitive interface that allows treasury to execute trades across all major asset management providers – whether they're investing in money market funds, government securities, or other short-term vehicles.

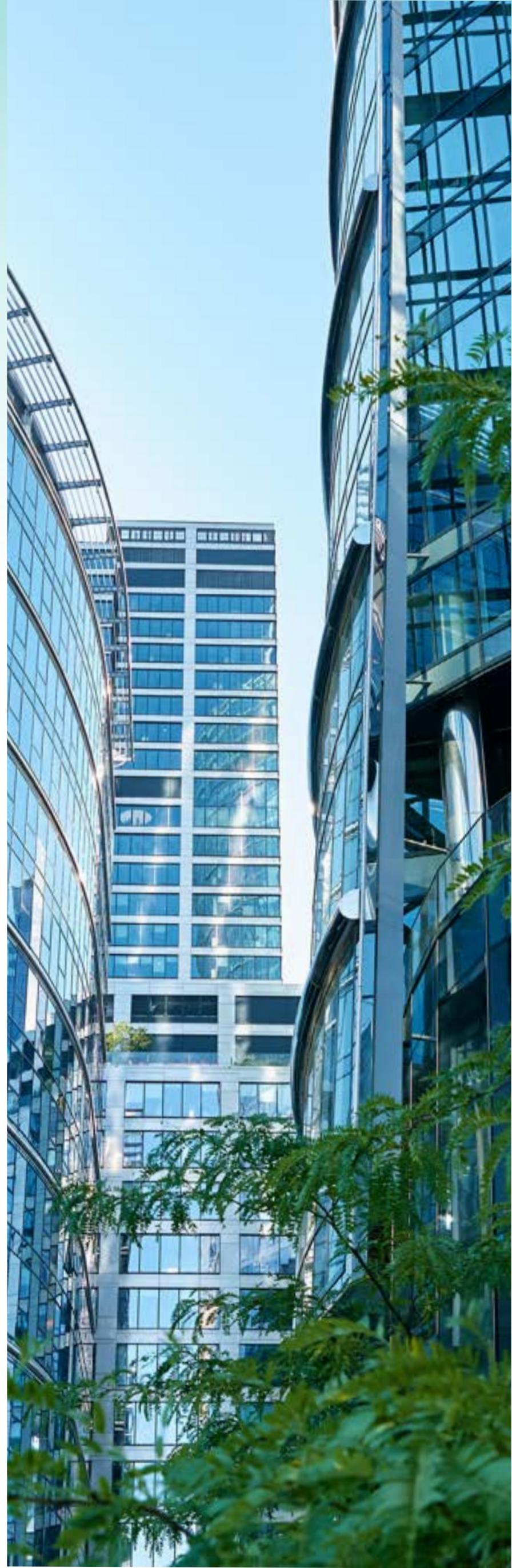
With seamless integration into an organization's banking partners and investment providers, it can:

- ✓ Initiate and complete trades in just a few clicks
- ✓ Schedule and fund purchases automatically with an auto-settle option
- ✓ Move money between accounts securely and instantly – no spreadsheets or email threads required

Route approvals and settlements through embedded workflows with full oversight

The result:

A treasury department can respond to market changes and liquidity needs in real time, not after the window has passed.





The Payoff: More Agility, Potentially Better Outcomes

By making execution frictionless,
treasury teams gain:

- ✓ Greater agility in capitalizing on short-term rate changes and reinvestment opportunities
- ✓ Reduced operational risk by eliminating manual steps from trade and transfer processes
- ✓ Stronger performance by aligning action with insight – without delay
- ✓ Increased efficiency through streamlined workflows that keep you focused on strategy, not execution

This step transforms treasury from a function that observes opportunities to one that seizes them – swiftly, securely, and with confidence.

Next up: Step 4 – Automate Actions.



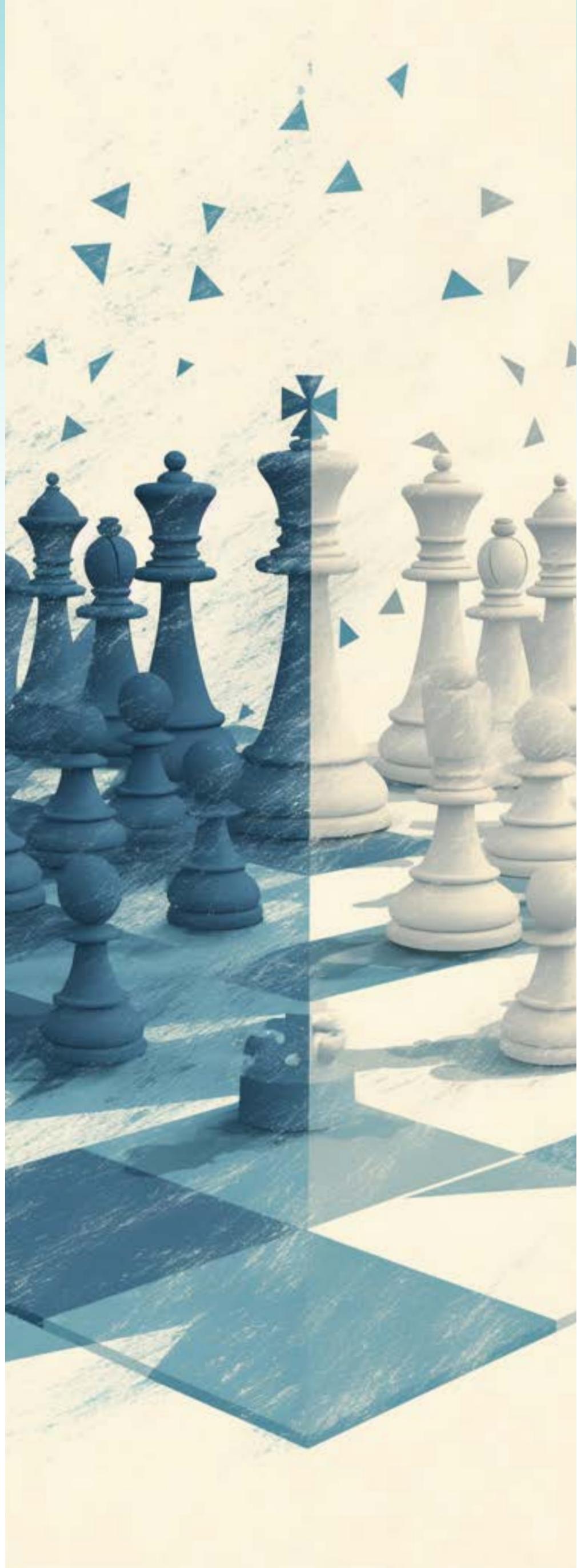
Step 4: Automate Actions

The next step is to eliminate the manual effort it takes to act on opportunities.

Too many treasury teams are still relying on manual workflows to settle trades, move money, and reconcile transactions. That means logging into multiple systems, tracking approvals through email chains, and matching transactions across platforms. Not only is this time-consuming – it's risky.

Manual settlement and reconciliation:

- ✓ Delay execution and contribute to higher operational costs
- ✓ Increase the potential for costly errors and fraud
- ✓ Consume valuable time that could be spent on strategic analysis
- ✓ Make it harder to respond quickly in fast-moving markets

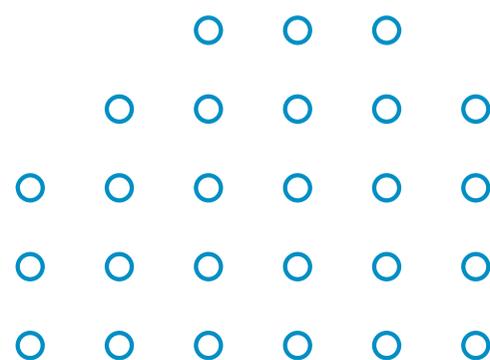




The Fix: Automation That Does the Work

Modern treasury management systems automate the full lifecycle of transaction execution – from initiation to settlement to reconciliation. That means:

- ✓ Automated trade settlement with built-in controls and audit trails
- ✓ Scheduled or rules-based transfers between accounts and investment vehicles
- ✓ Auto-reconciliation of transactions based on predefined matching logic
- ✓ Exception handling workflows that route discrepancies for review, not rework





The Payoff: More Control, Less Effort

By automating settlement and reconciliation, treasury and finance teams gain:

Speed: Execute trades and transfers in a fraction of the time

Accuracy: Reduce human error and avoid costly mismatches

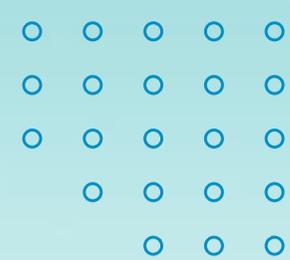
Security: Ensure proper oversight with role-based permissions and approval flows

Auditability: Maintain a clear record of every action, approval, and exception

And because automation removes the burden of repetitive tasks, treasury and finance teams can focus on what really matters – analyzing opportunities, managing risk, and making data-driven decisions.

One more step to go! Build Oversight and Controls into Every Action.





Step 5: Build Oversight and Controls into Every Action

Risk doesn't wait for quarter-end. And in an era of rising cyber threats, regulatory scrutiny, and internal audit pressures, treasurers can't afford to rely on manual oversight or after-fact reviews.

Yet that's exactly what many treasury and finance teams are doing.

When workflows happen outside of purpose-built systems – scattered across email threads, spreadsheets, and disconnected platforms – key controls are often bypassed or applied inconsistently.

That opens the door to errors, policy violations, and even fraud.



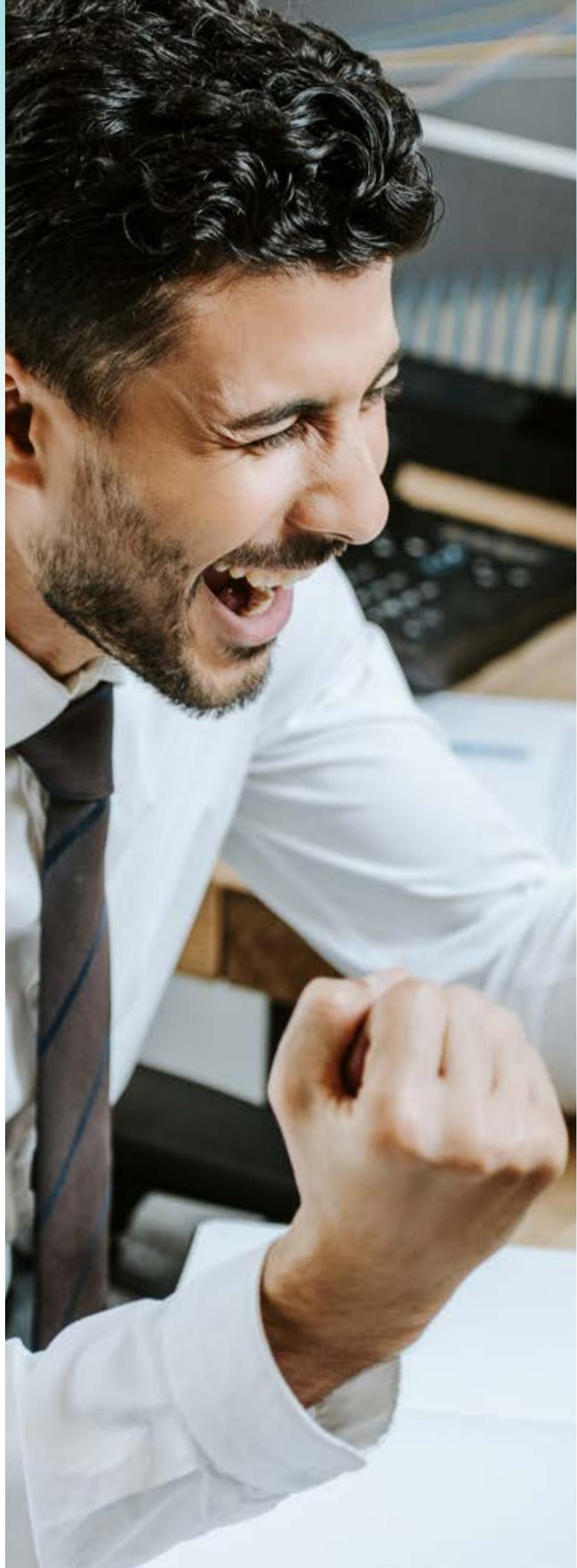
The Fix: Make Controls Automatic, Not Optional

Modern treasury operations embed controls directly into daily processes – so compliance isn't something treasury and finance teams have to remember. It's something the system enforces.

That means:

- ✓ Role-based access controls that restrict who can view, initiate, or approve transactions
- ✓ Segregation of duties enforced automatically based on your policy
- ✓ Approval workflows that are auditable, documented, and fully traceable
- ✓ Automated alerts for policy exceptions, large transactions, or unusual account activity
- ✓ Complete audit trails that capture every action, change, and decision

This approach streamlines compliance and strengthens confidence at every level.





The Payoff: Lower Risk, Stronger Governance, Greater Trust

With controls baked into workflows,
treasury and finance teams get:

- ✓ Greater confidence that every action aligns with internal policy and external requirements
- ✓ Fewer errors and exceptions, thanks to built-in validation and automated checks
- ✓ Faster audits, with clear documentation of approvals and actions
- ✓ Improved fraud defense, with stronger oversight and visibility into sensitive activity

Controls aren't a barrier to treasury efficiency – they're a prerequisite for trust.

And when trust in treasury and finance is high, the entire organization benefits.

Optimized Treasury, Real Results

Treasury and finance teams don't need a massive transformation project to modernize. They just need to focus on the steps that matter most:

Aggregate and centralize data

Uncover opportunities

Act on opportunities

Automate actions

Build oversight and controls into every action

These steps will help create a treasury function that's more agile, more secure, and more aligned with the strategic needs of a business – even in today's environment of uncertainty and change.





Ready to Modernize Your Treasury?

Get the visibility, control, and performance your organization needs – without the complexity.

Email info@treasurycurve.com or visit www.treasurycurve.com and take the first step toward a smarter, more strategic treasury operation.