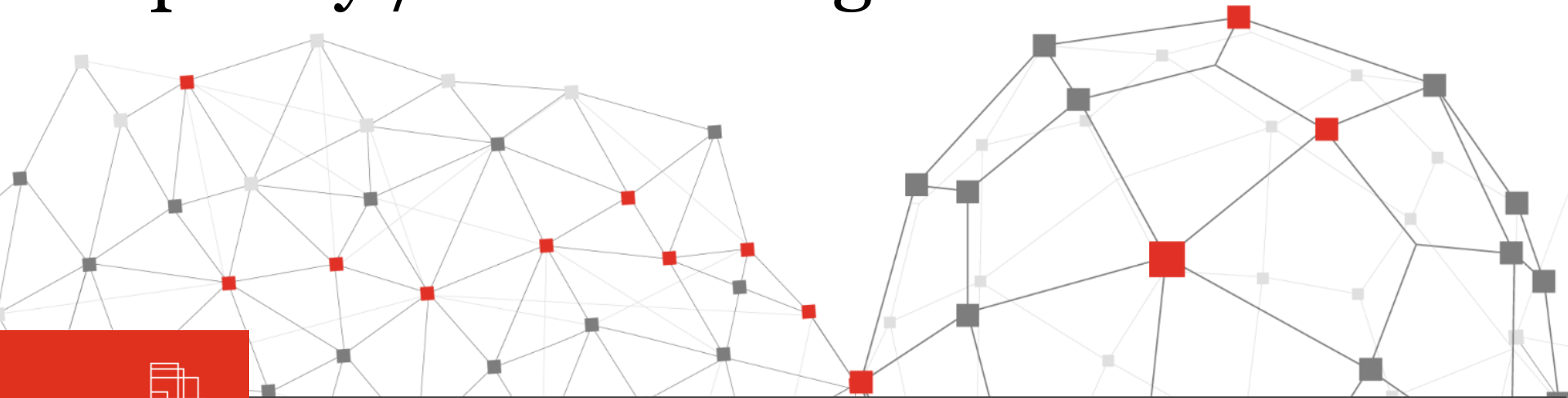


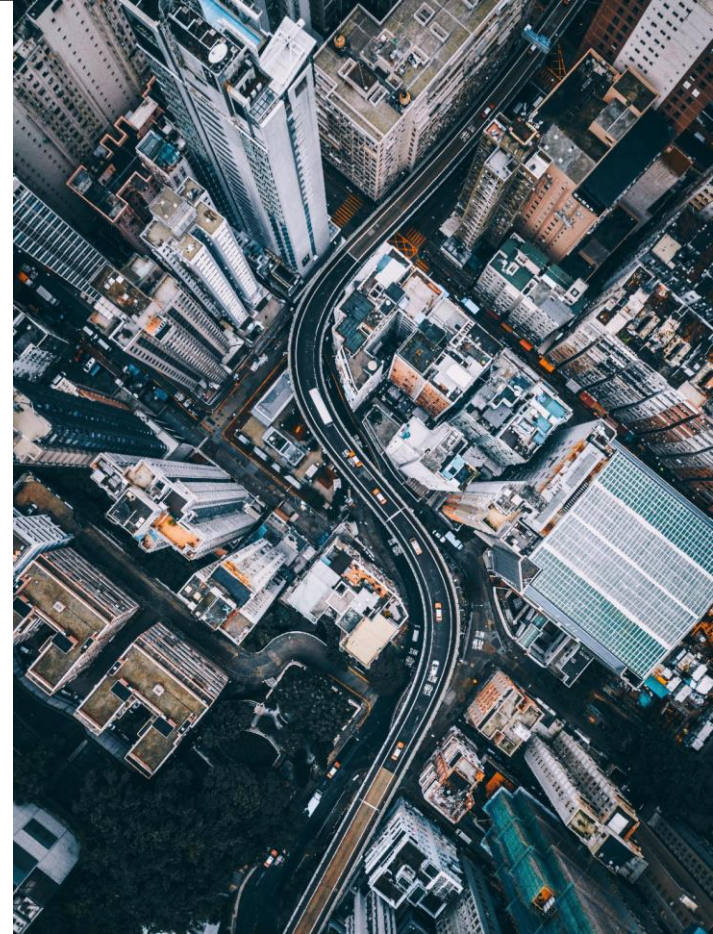
# COVID-19

## Deep-dive for the finance community: Liquidity / Cash Management

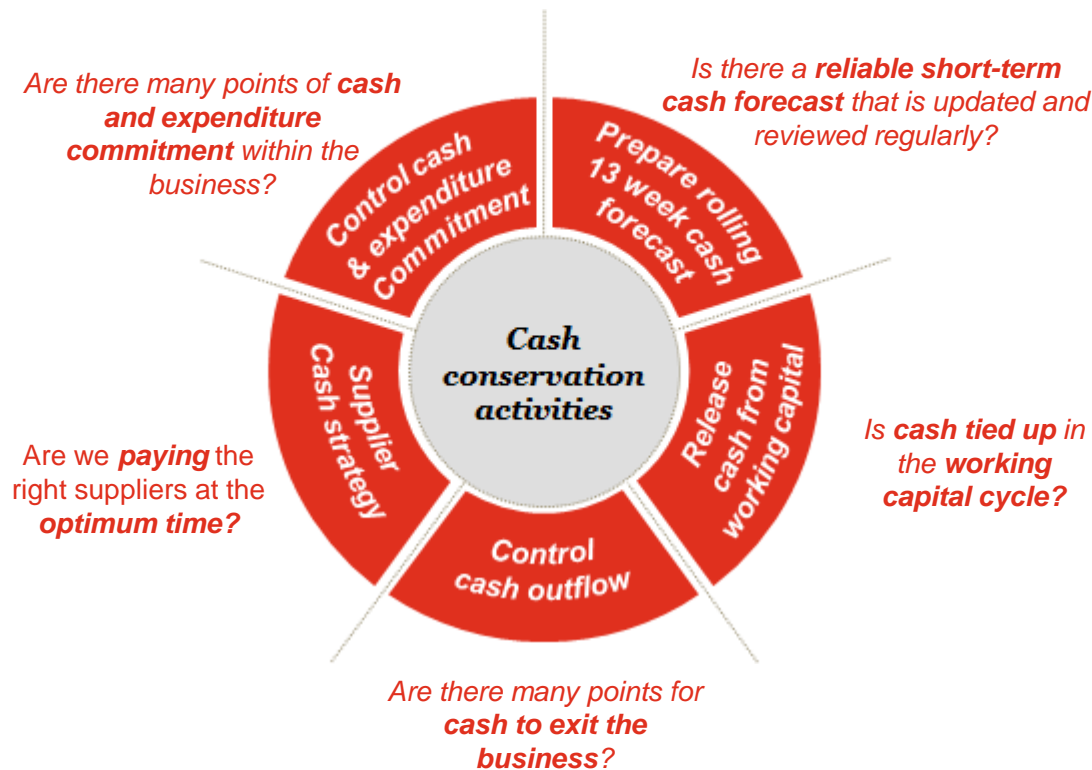


# Topics we will cover today

1. Introduction - Reto Brunner
2. Today's focus - Michiel Mannaerts  
13-week liquidity forecast
1. Guest speaker - Andrew Duncan, Treasurer, Breitling
2. Q&A
3. Closing - summary of discussion

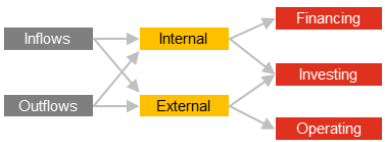


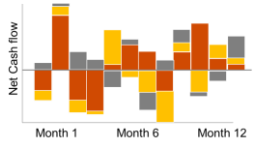
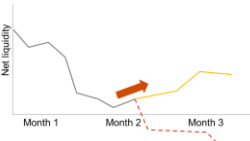
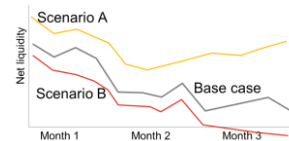
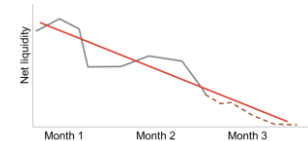
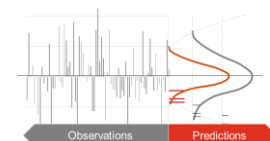


# “Crises driven” cash conservation and management activities



# Rapid deployment 13-week cash flow forecast – approach

## Fast implementation with data analytics tools

1. Data identification	2. Data aggregation	3. Data validation and cleansing	4. As-is cash flow
 <ul style="list-style-type: none"> <li>Identification of relevant transactions</li> <li>Consider sources of data across the organization</li> <li>Split and categorize</li> </ul>	 <ul style="list-style-type: none"> <li>Modern data analytics tools such as <i>Alteryx</i> can automate data collection, aggregation and transformation</li> <li>«Digital» skills required</li> </ul>	 <ul style="list-style-type: none"> <li>Data from different sources has different level of quality</li> <li>Implement automated data quality controls prior further processing</li> </ul>	 <ul style="list-style-type: none"> <li>Reporting tools present aggregated cash flow</li> <li>Slice &amp; dice functionality allow visibility on cash flows to the most granular data level</li> </ul>
5. Cash control measures	6. Scenario - fast and transparent	7. Advanced forecasting	8. Breaking down the complexity
 <ul style="list-style-type: none"> <li>Implement cash control measures based on forecast data</li> <li>Management of payment terms, supply chain finance, active “tax flow” management, etc.</li> </ul>	 <ul style="list-style-type: none"> <li>Simulations allow for assessing uncertainty and alternatives in the decision making process</li> <li>Scenario analysis is simple, transparent and fast</li> </ul>	 <ul style="list-style-type: none"> <li>Data has hidden patterns allowing for predictions; AI algorithms make these visible</li> <li>The application of AI is not per se difficult, but having high quality data is pivotal</li> </ul>	 <ul style="list-style-type: none"> <li>Liquidity Ratio or CFaR; concepts which aggregate the dynamics of the cash flow into few manageable numbers</li> <li>A tailored limit framework acts as early warning system</li> </ul>

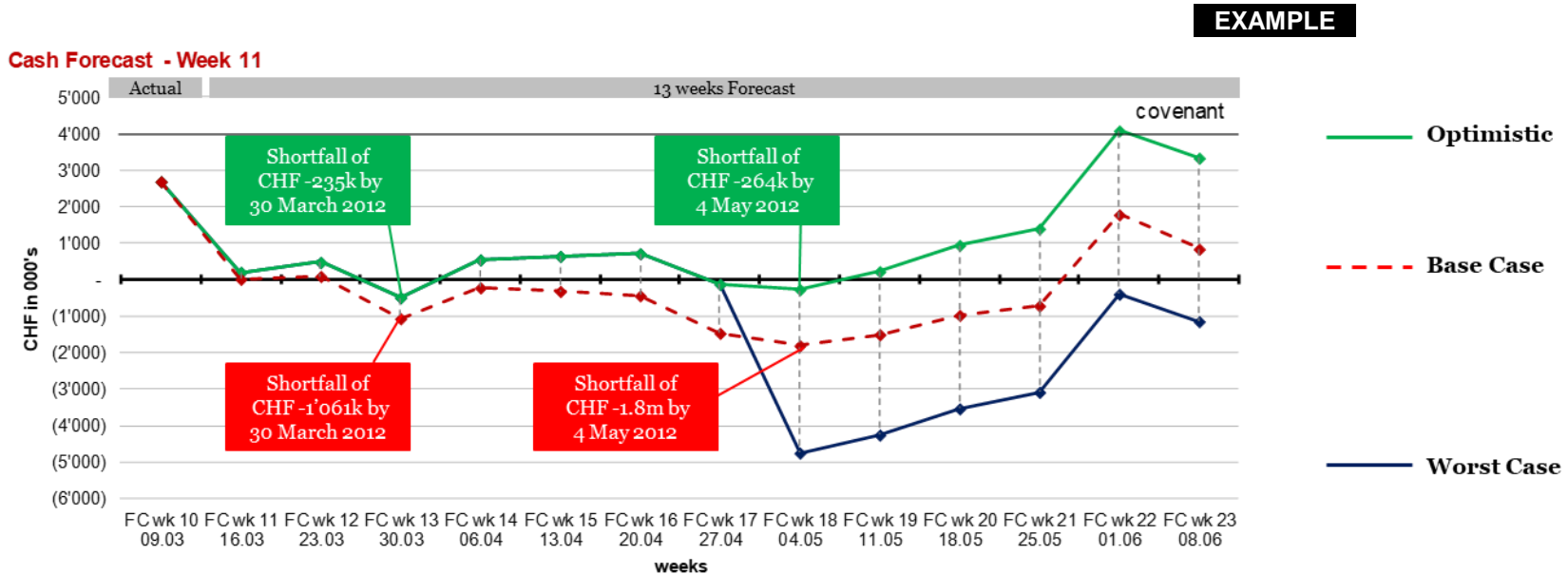
During times of uncertainty it is critical that businesses have a robust cash forecast in place. Finding a weekly operating rhythm linked to a detailed cash flow forecast will create a basis for further decision making

Monday (12pm)	Wednesday (12pm)	Thursday (9am)	Friday (morning)	Friday (12pm)	Friday (3pm)
Support of business units to ensure accurate inputs	Support of Group to ensure submissions received and correctly completed	Support of Group in consolidation, review and challenge of segment's variances	Support in ensuring variances as fully explained, and headroom low points highlighted	Support in explanations of variances to Senior Management as well as collation of actuals and improvements or next iterations	

PwC

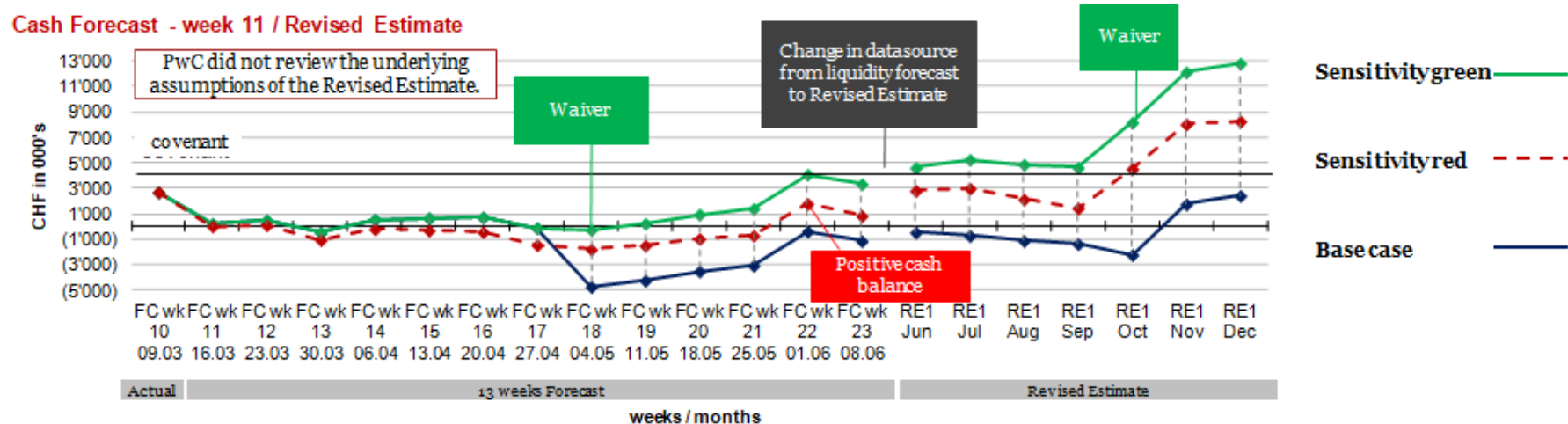
# Sensitivities on 13 weeks liquidity forecast

Client example on the graphical illustration of the 13 weeks liquidity forecast



# Adding the monthly year end view to the 13-week forecast

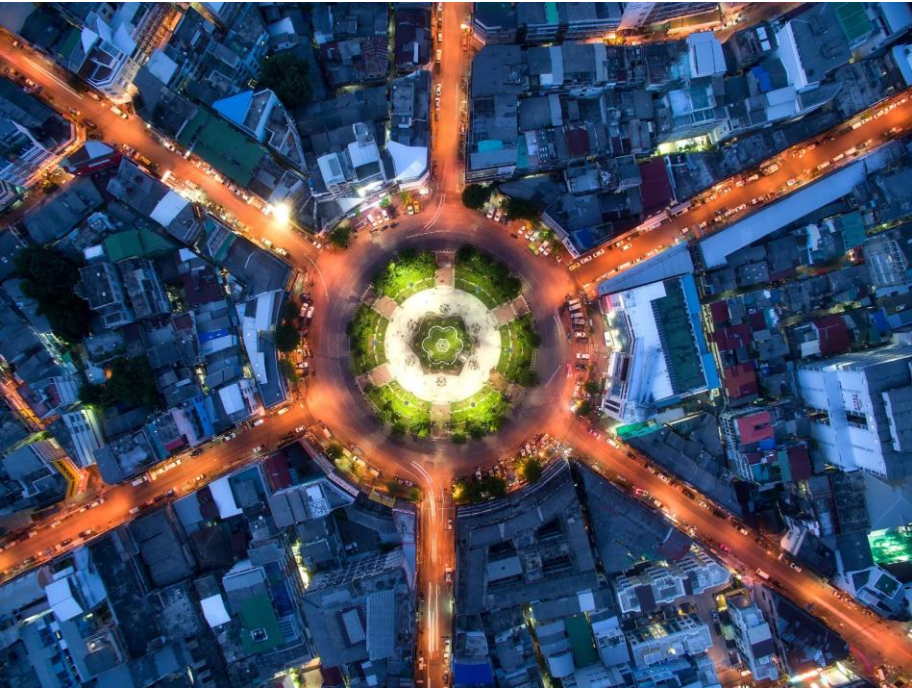
It is important to add a mid term year end view to the 13 week liquidity forecast, and validating the bridge to the monthly forecast





# Behind the scenes at Breitling - Q&A

**Andrew Duncan** - Head of Treasury, Breitling



## Instructions

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In this Q&A, **you** as the audience can get involved, so please submit your questions for Andrew and the Experts via the **questions box** on your **left hand side**



# Survey: Polling question

Which topic would you like to deep dive into in our next Treasury webinar?

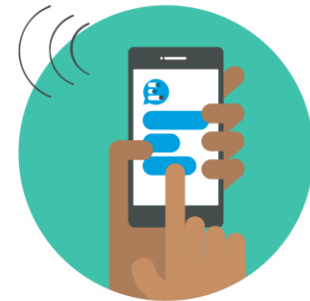
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1. Deep dive into scenario planning
2. Key challenges on FX and commodity risk hedging
3. What will Treasury look like after COVID-19?
4. Addressing the impacts and uncertainties of the Corona crisis with the support of enhanced Financial Planning and Closing processes
5. Further practical examples around cash management / treasury
6. Any other topics of interest?

## Instructions

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**At the end of this Webcast,** you will see a **box pop-up on your screen**, where you can select one or multiple topics that you would be interested in and click **Submit**



# Thank you!

## One Point of Contact:

Via [our crisis helpline](#) and PwC Switzerland website ([EN](#) | [DE](#) | [FR](#) )

## Your experts today:



**Reto Brunner**  
Business  
Restructuring Services  
[Email](#)



**Michiel Mannaerts**  
Treasury Management  
[Email](#)



**Andrew Duncan**  
*Guest Speaker*  
Head of Treasury  
Breitling



# Thank you

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