

Participants in the forum are reminded of their responsibility to observe anti-trust laws

The EBA Anti-Trust Policy is available at the EBA website

https://www.abe-eba.eu/media/azure/production/1352/eba_antitrust_policy_20170602_final_clean.pdf

The forum is an open group, where interested stakeholders can discuss and exchange information on industry-wide topics.

The content of the slides presented and the views expressed in the context of the activities of the forum are those of the respective participants in the forum, and do not represent the views of the Euro Banking Association (EBA).

Open Forum on Digital Transformation

What a difference a year makes... or not! Welcome to the changing landscape for data, payments and working capital in 2024

12 March 2024
Digital meeting

Closed user group

Agenda (1/3)

What a difference a year makes... or not! Welcome to the changing landscape for data, payments and working capital in 2024

Welcome and opening remarks

Thomas Egner, Euro Banking Association

Setting the scene and housekeeping

Kate Pohl, Projective Group

Setting the scene for 2024; How is the economy influencing payments and banking?

Carsten Brzeski, ING

Is real-time treasury becoming a reality or is it wishful thinking? And are instant payments the corner stone?

Patrick Kunz, Pecunia Treasury & Finance B.V.

Dr. Patrik Pohl, Deutsche Bank AG

Didier Vandenhoute, PwC Belgium

Coffee Break

Agenda (2/3)

What a difference a year makes... or not! Welcome to the changing landscape for data, payments and working capital in 2024

Account-to-account bank transfers + instant payments... will this be the new normal? What about other payment methods?

Silvio Bercic, Müller Group

Renata Vilanova Lobo, JP Morgan

Erik van der Mars, Mastercard

Hubertos von Poser, PPI AG

Breaking down silos for greater data efficiency through cloud + (generative) AI... What's next?

Thomas Haida, Microsoft

Lunch Break

Consolidated data put to (good!) use for control as well as forecasting and planning; what is the state of the market?

Markus Nowak, Vetter Pharma

Dierk Rathjen, Technosis AG

Agenda (3/3)

What a difference a year makes... or not! Welcome to the changing landscape for data, payments and working capital in 2024

Optimising working capital – a key requirement for 2024 = doing (a lot) more with what you already have!

Olu Adebisi, BNY Mellon

Peter Cook, Taulia

Opeyemi Olomo, Citigroup

Florian Reis, CRX Markets

Frank Wächter, Puma

Wrap-up

Thomas Egner

**Secretary General
Euro Banking Association**

Kate Pohl

**Executive Advisor
Projective Group**

Carsten Brzeski

**Global Head of Macro Research and Chief Eurozone Economist,
ING Chief Economist, ING Germany**

A person with long dark hair, wearing a dark grey hoodie, is seen from behind, sitting in a red and white canoe. The canoe is on a calm lake, and the background features a dense forest of evergreen trees on a hillside. The water is dark and reflects the surrounding landscape. The person is holding a large, yellow, drawstring bag. In the foreground, there are red and yellow bags and a red life vest.

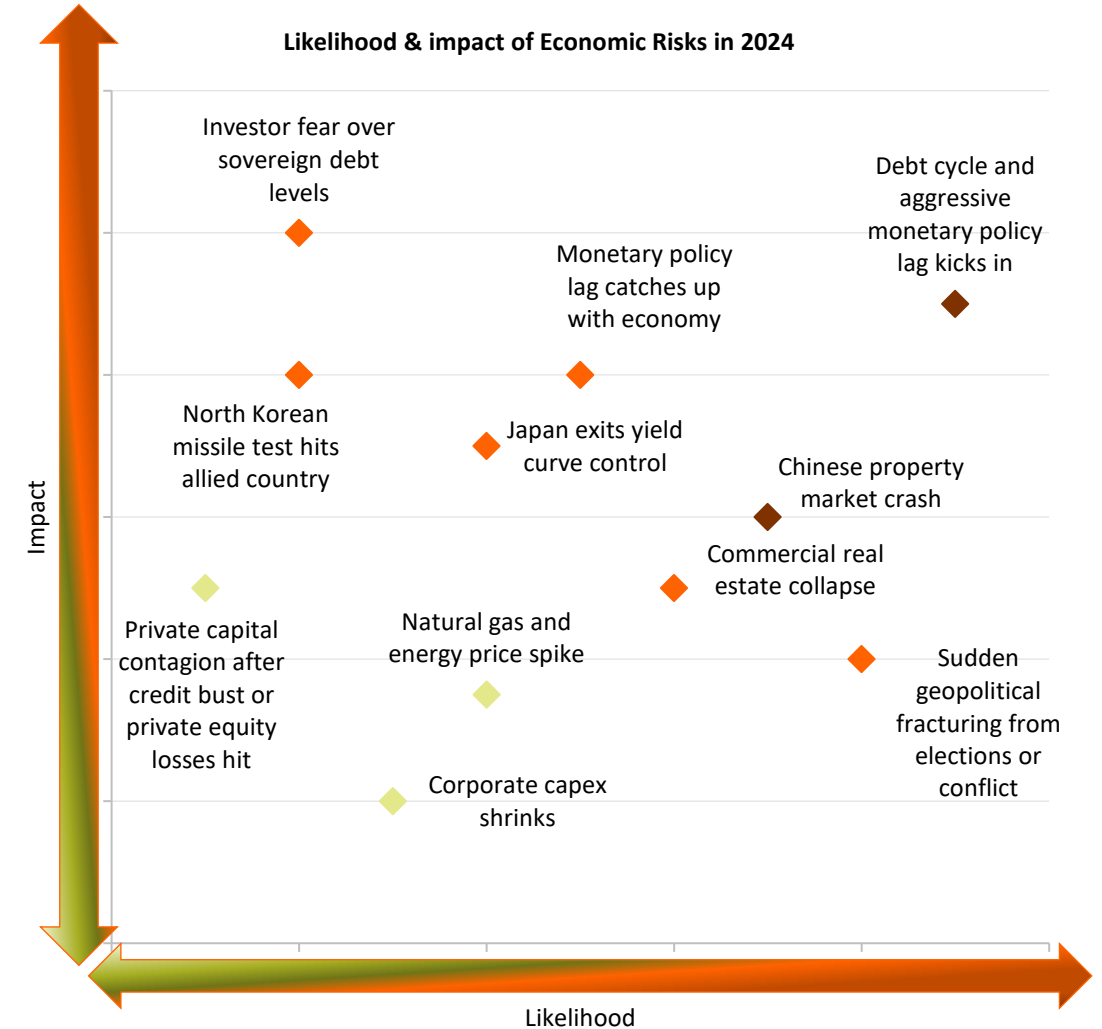
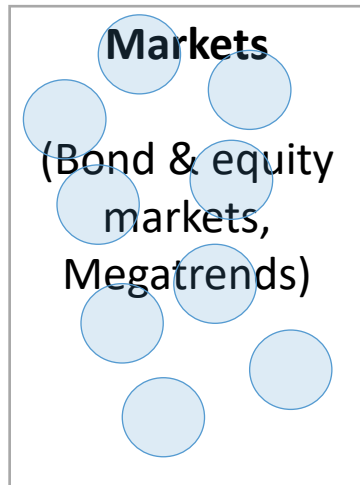
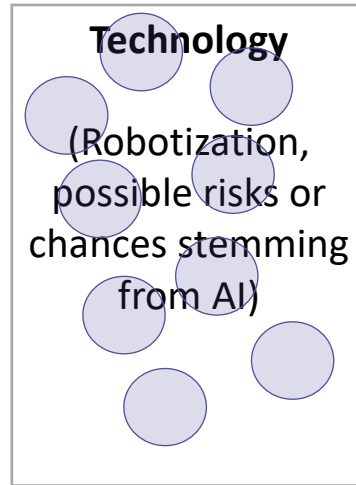
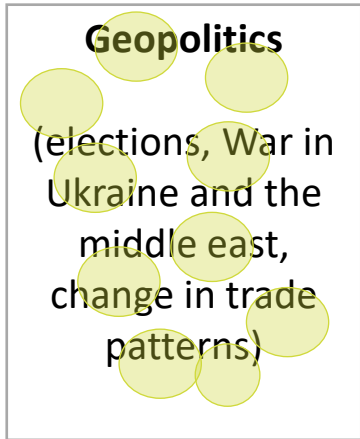
Transition towards the new normal

Economic outlook 2024

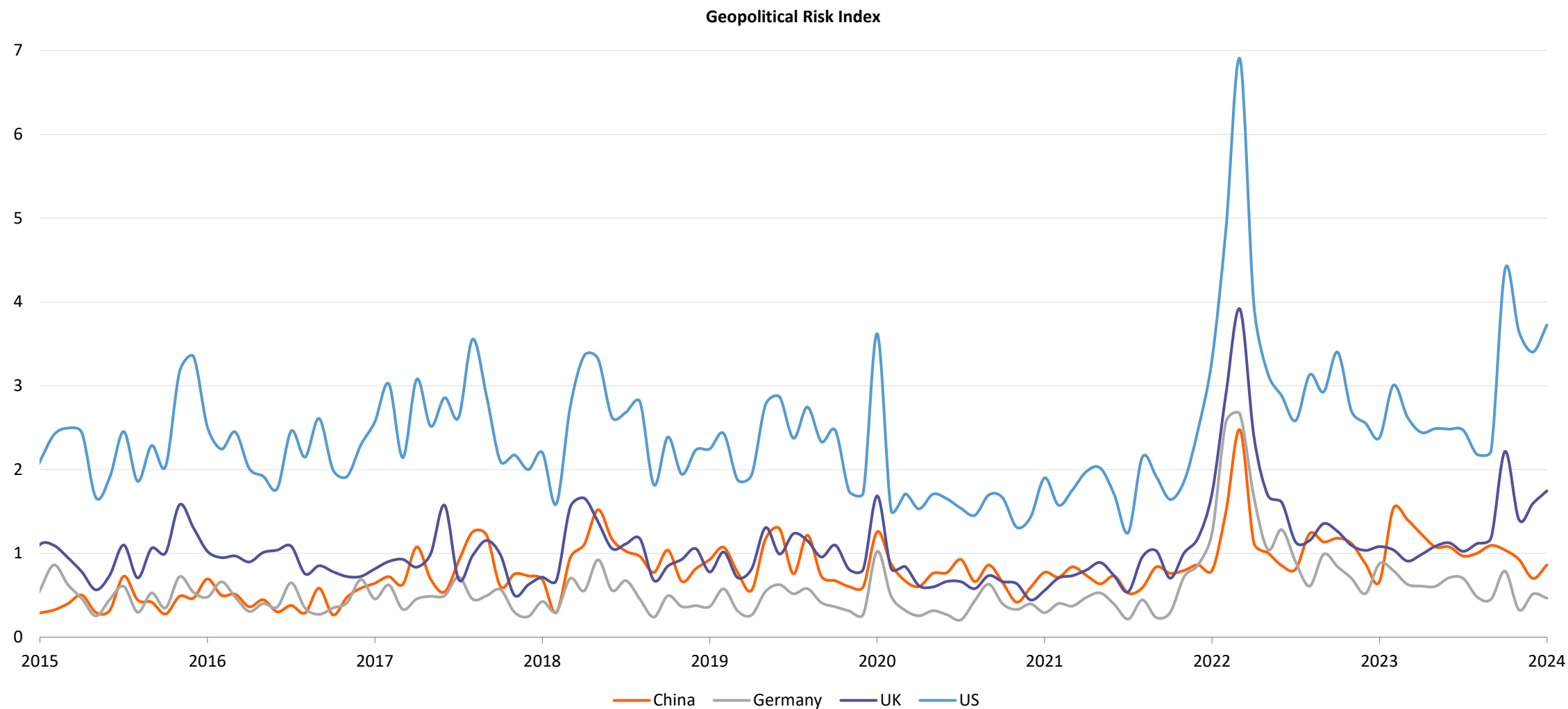
Carsten Brzeski, Global Head of Macro

March 2024

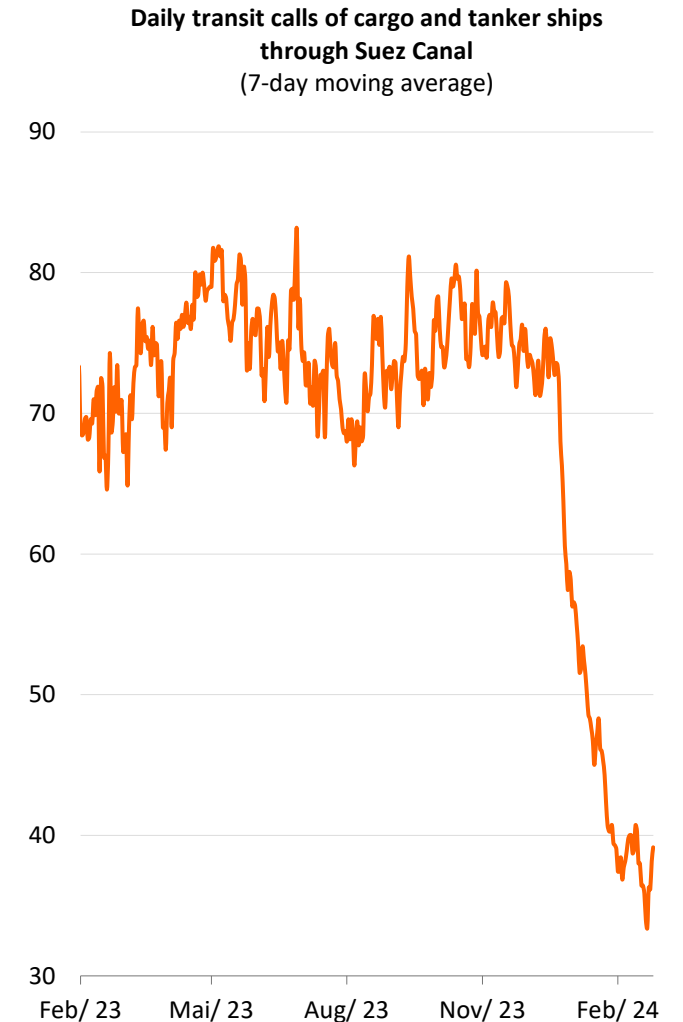
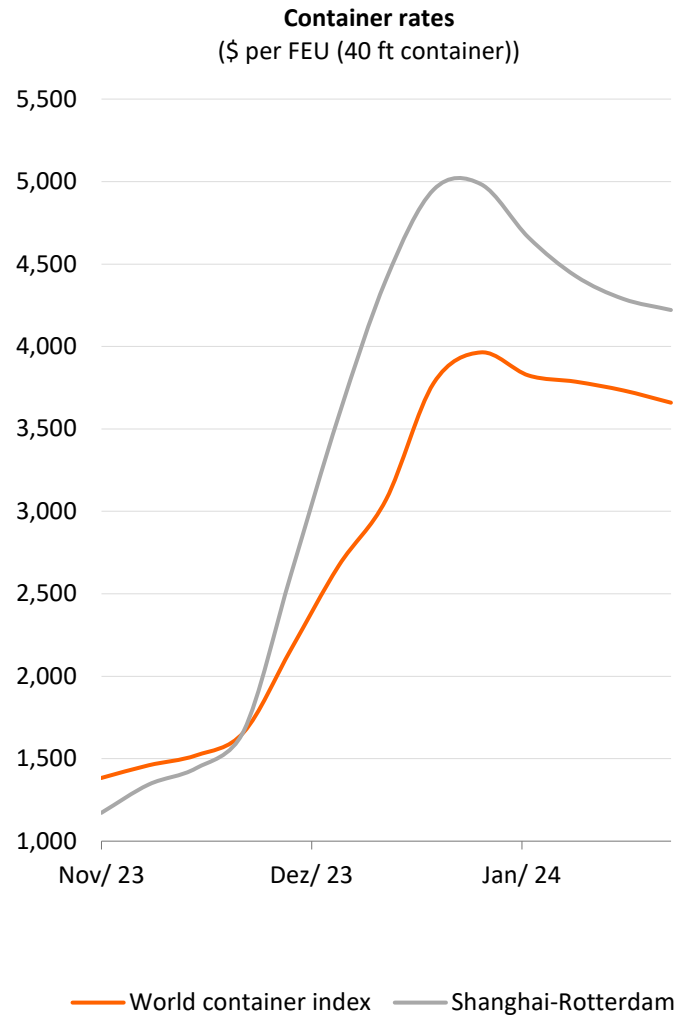
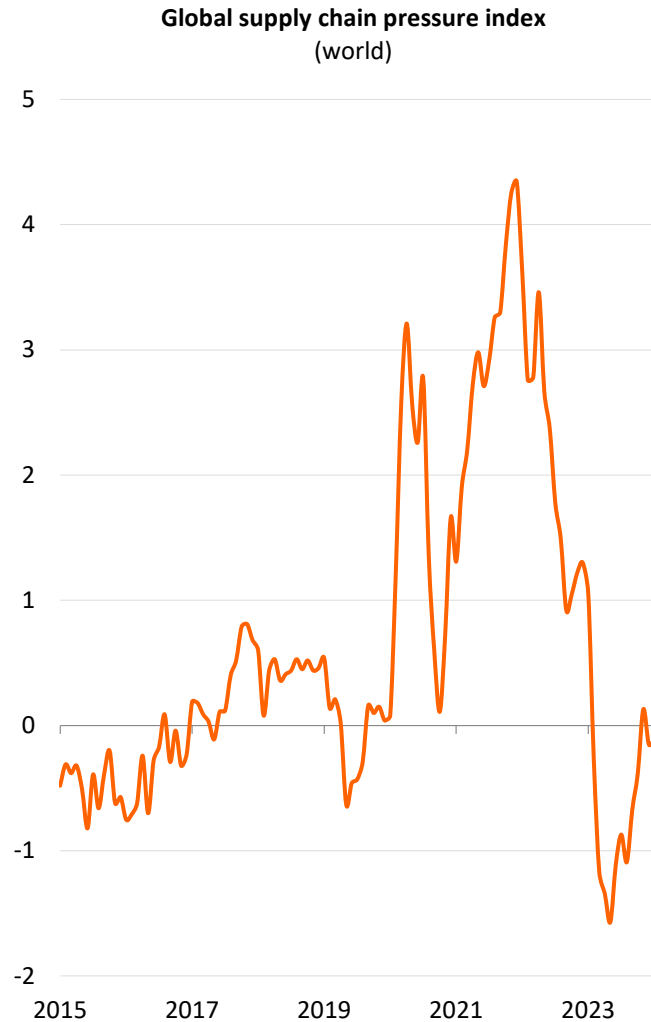
What we and other economists are looking at in 2024



Geopolitical risks are still elevated...



...and supply chain disruptions seem to return

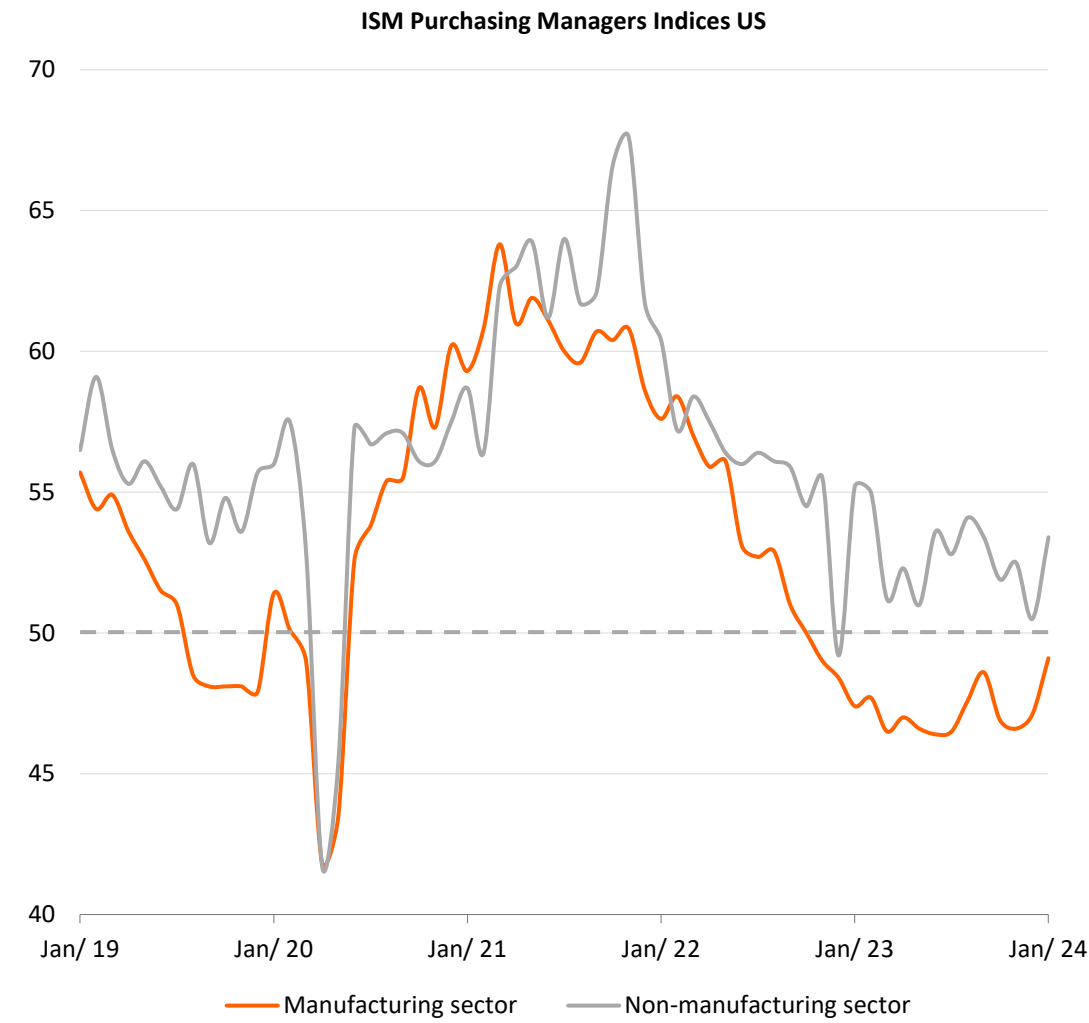
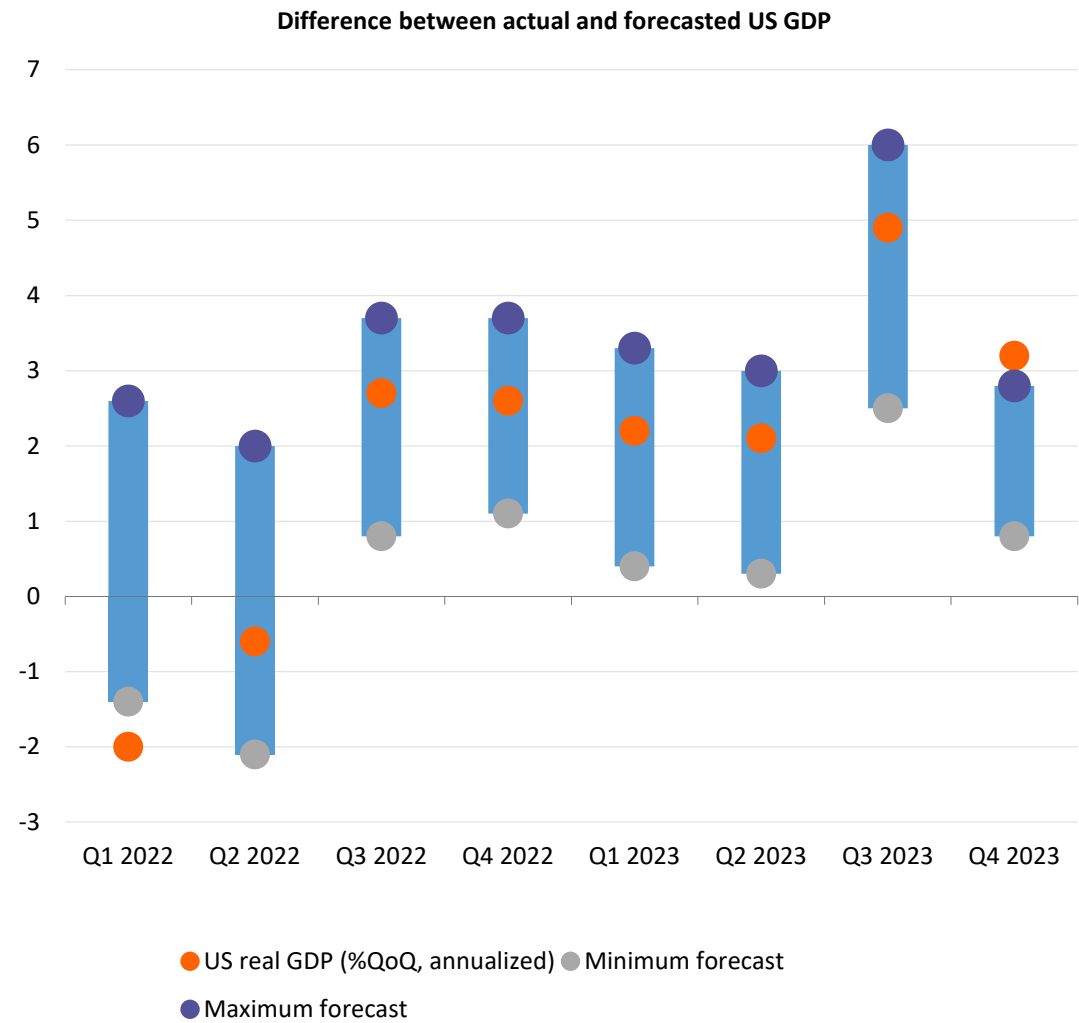


A photograph of a child jumping on a trampoline. The child is wearing a dark t-shirt and is captured in mid-air with their mouth open in a shout or laugh. Numerous water balloons, in shades of pink and white, are suspended in the air around the child, some having just been released. The background shows a blurred outdoor setting with greenery and a fence. Two orange text boxes are overlaid on the left side of the image.

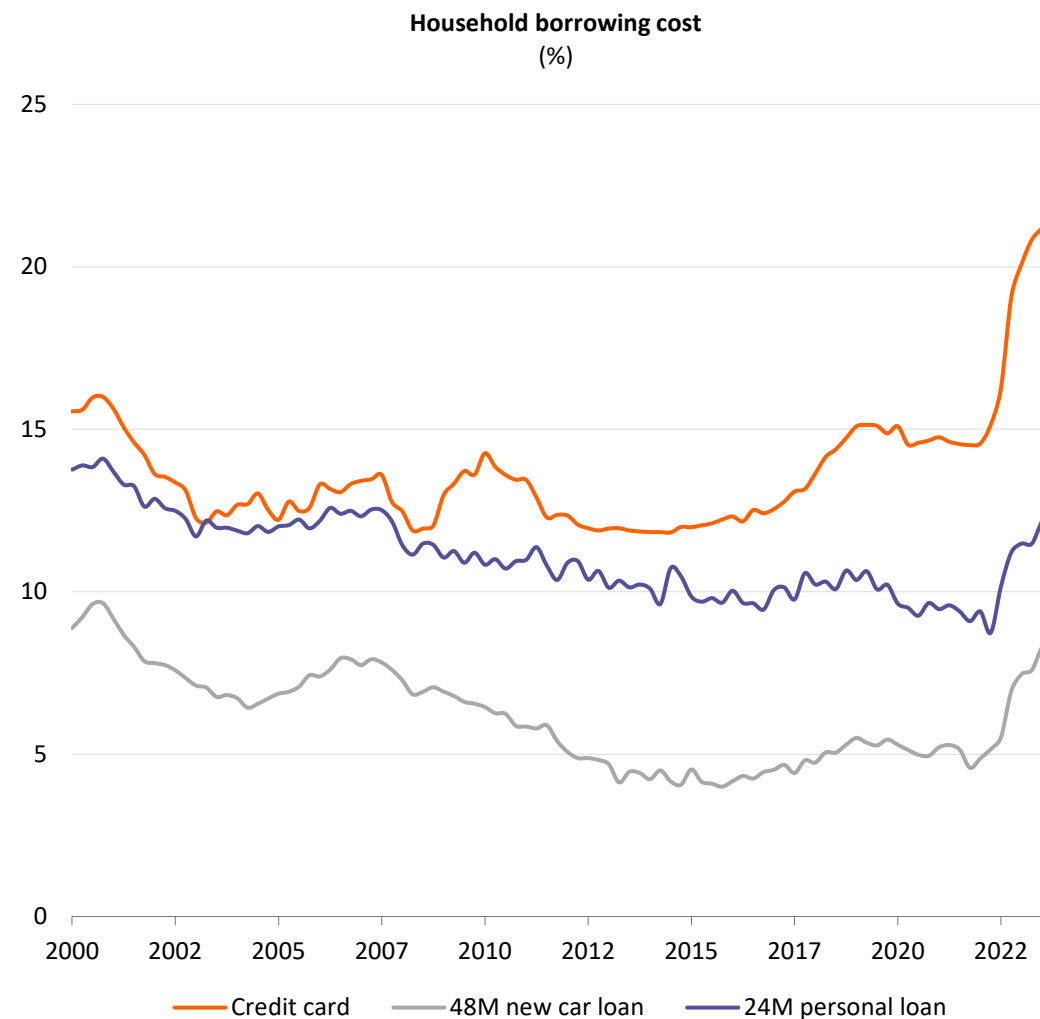
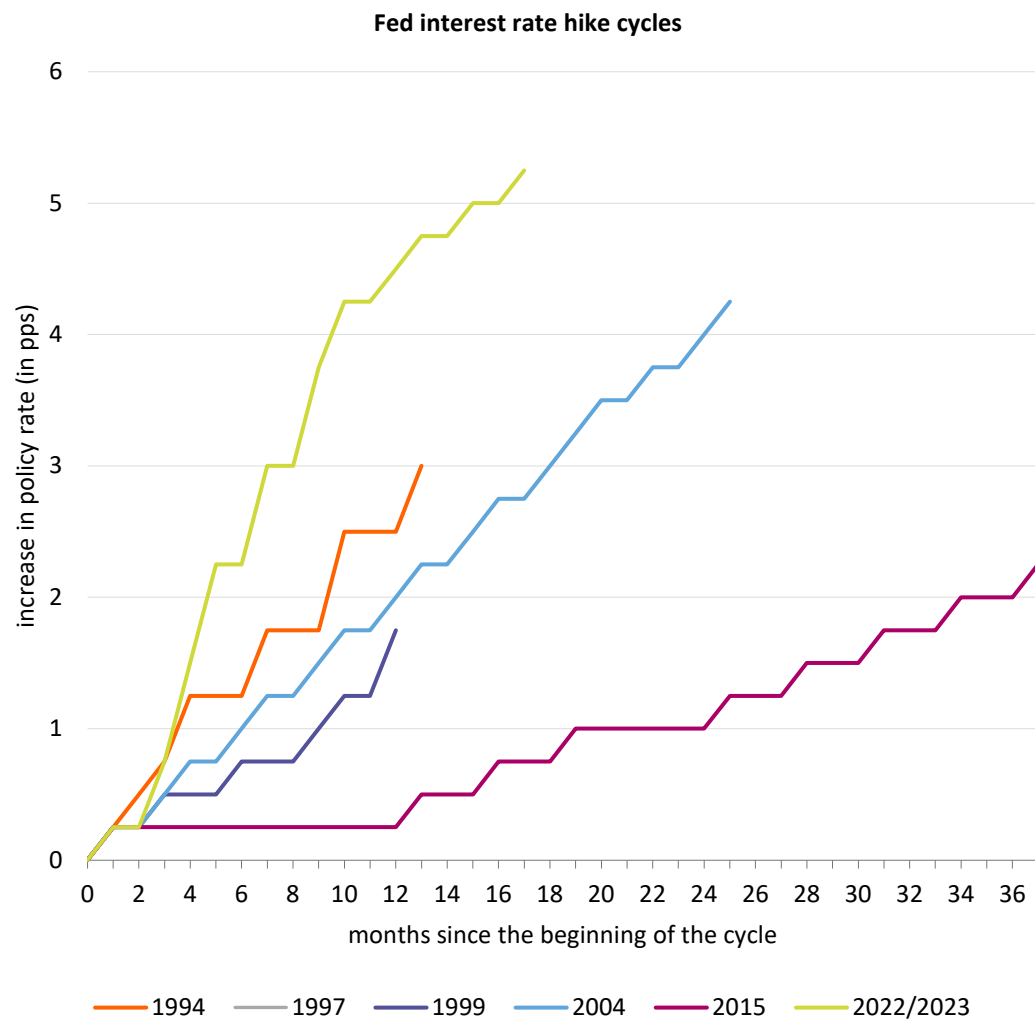
Soft landing ahead?

US economic outlook

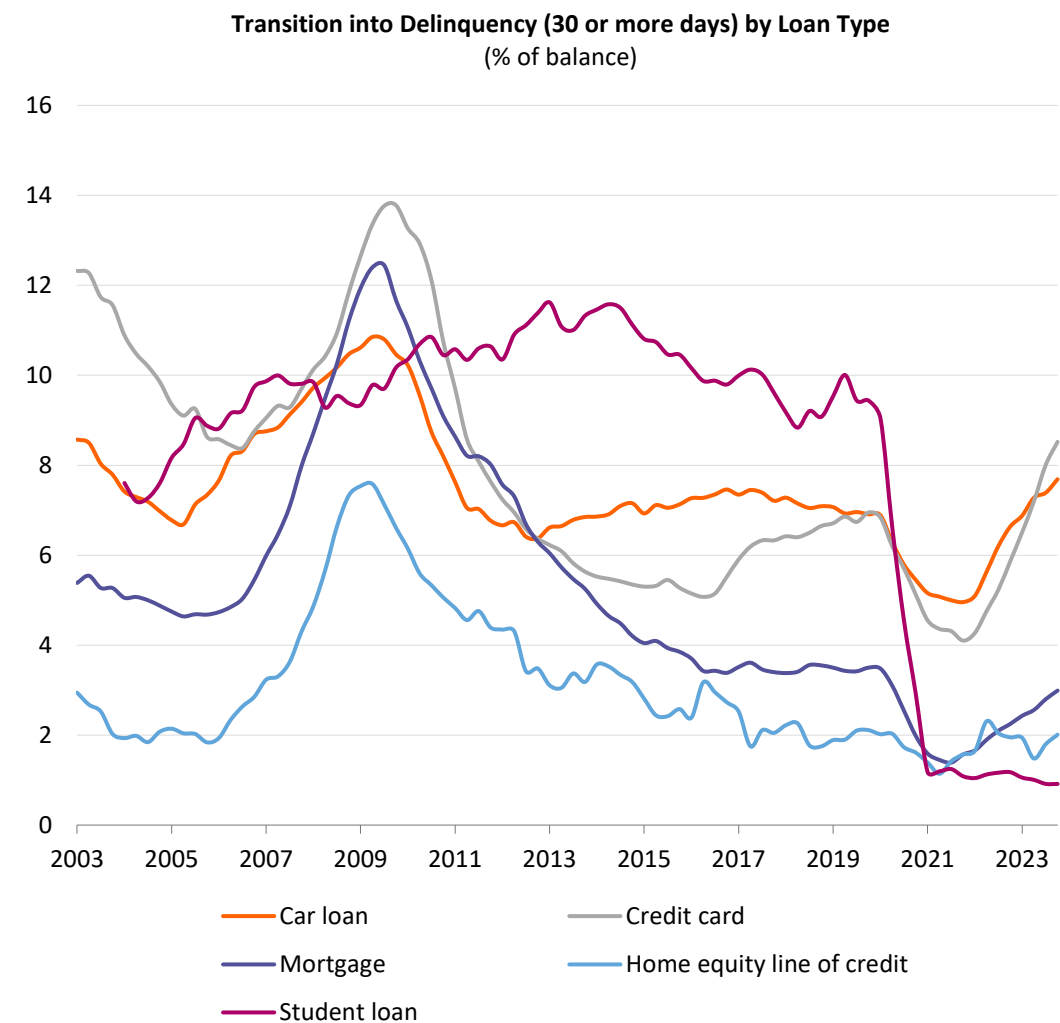
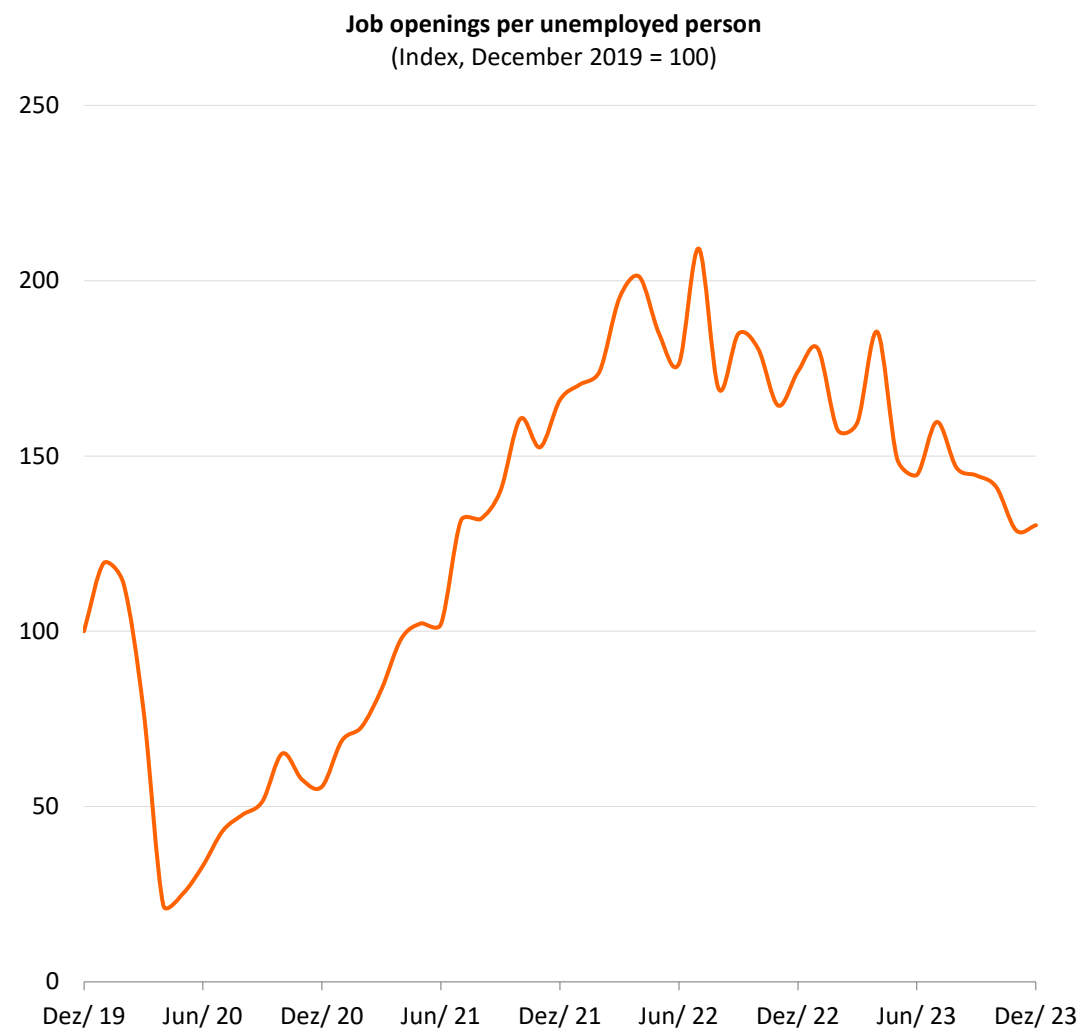
The US economy has proven more resilient than expected...



...but monetary tightening will eventually take its toll



Which is why growth fears still linger

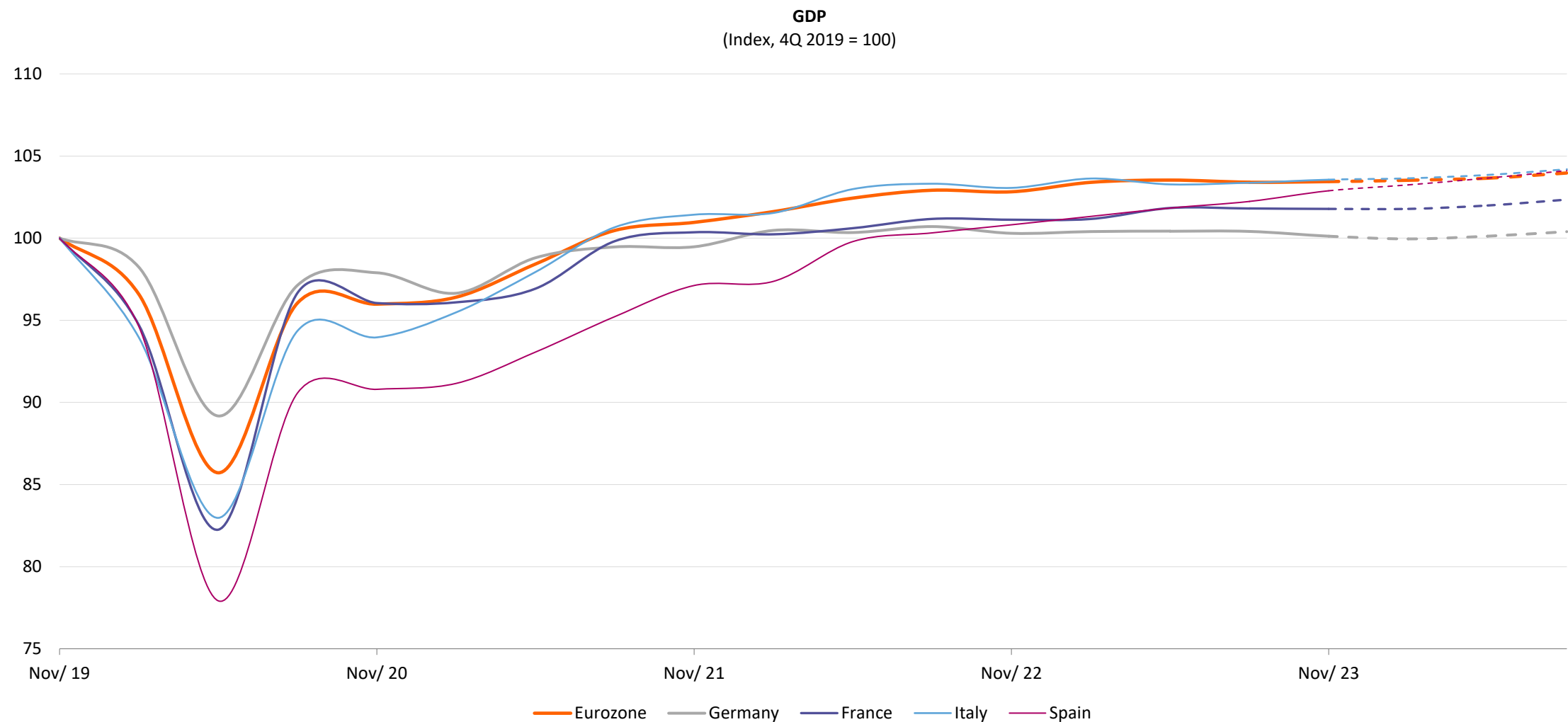




Not out of the woods yet

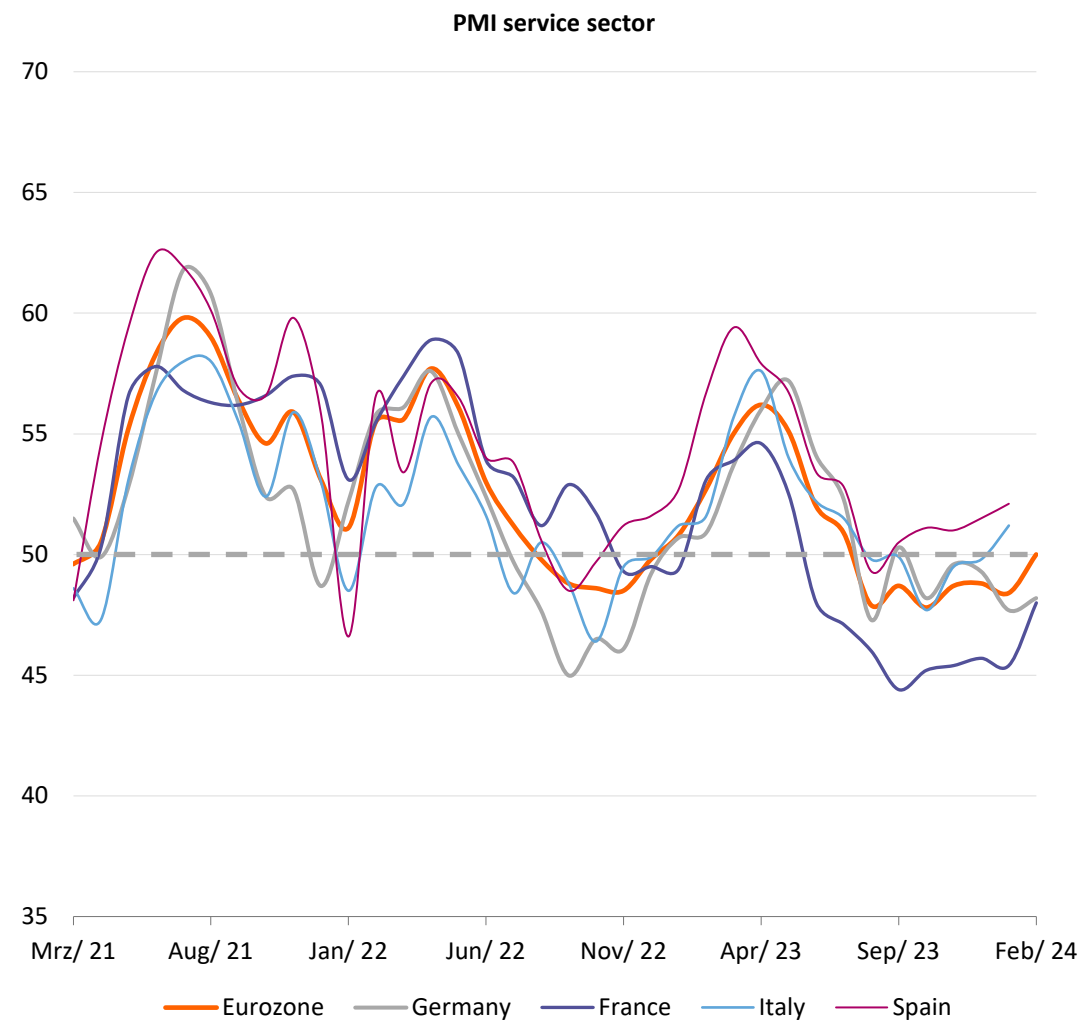
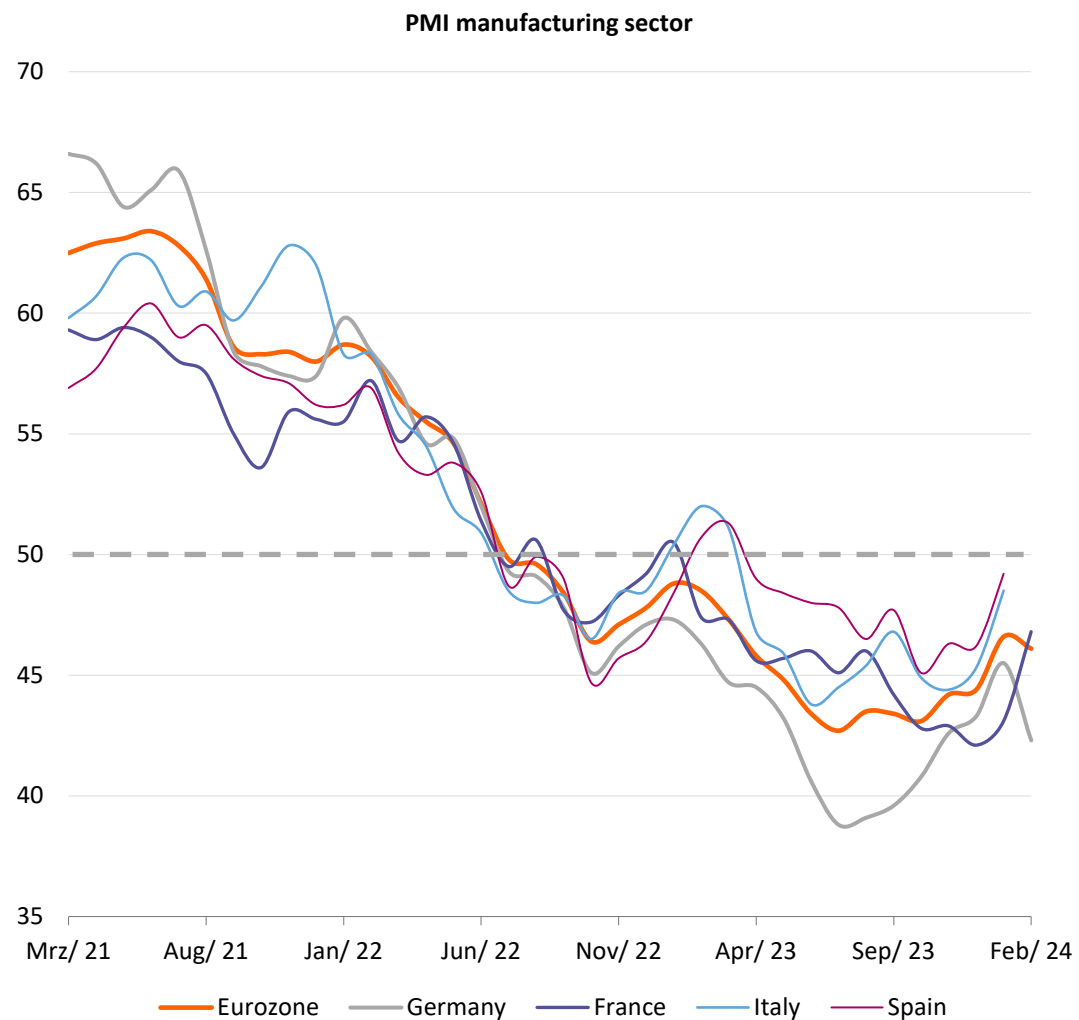
Eurozone economic outlook

The eurozone economy is caught in stagnation...

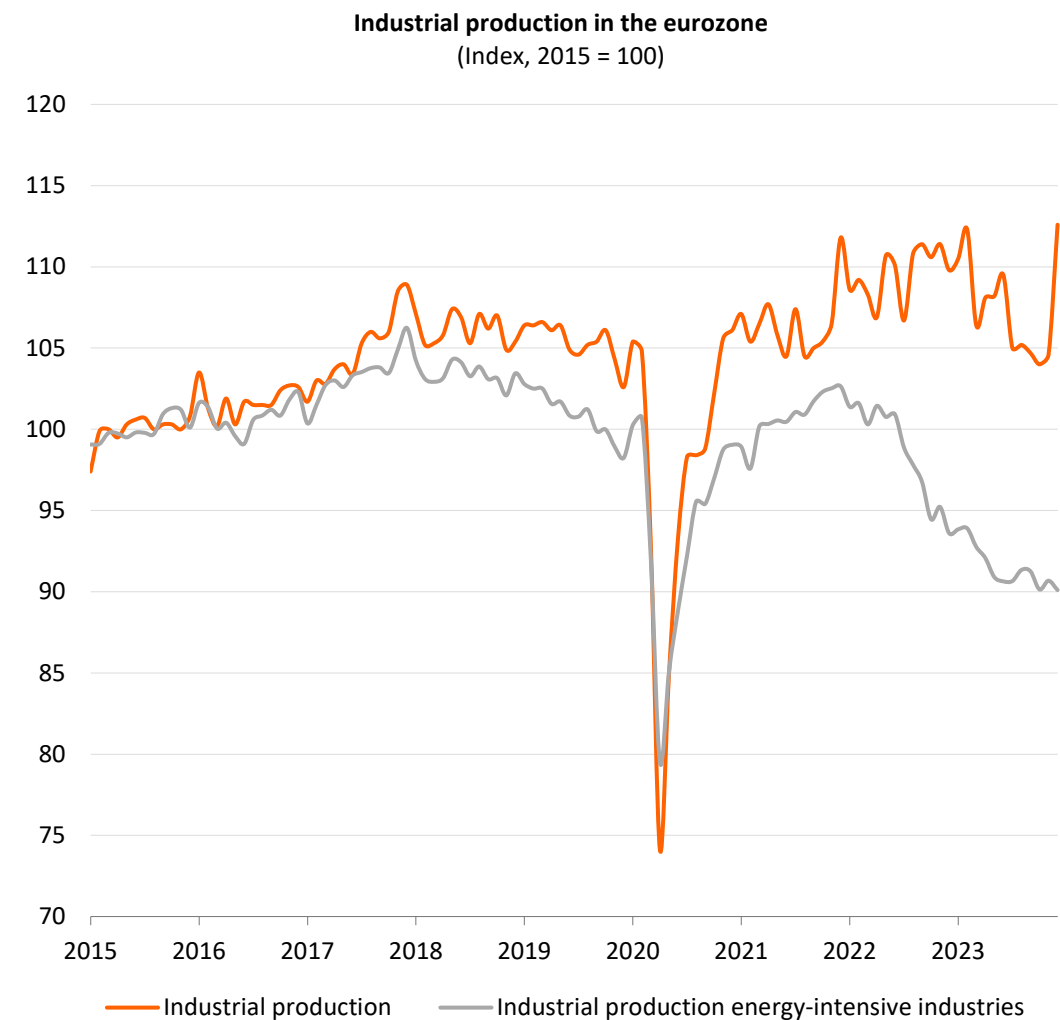
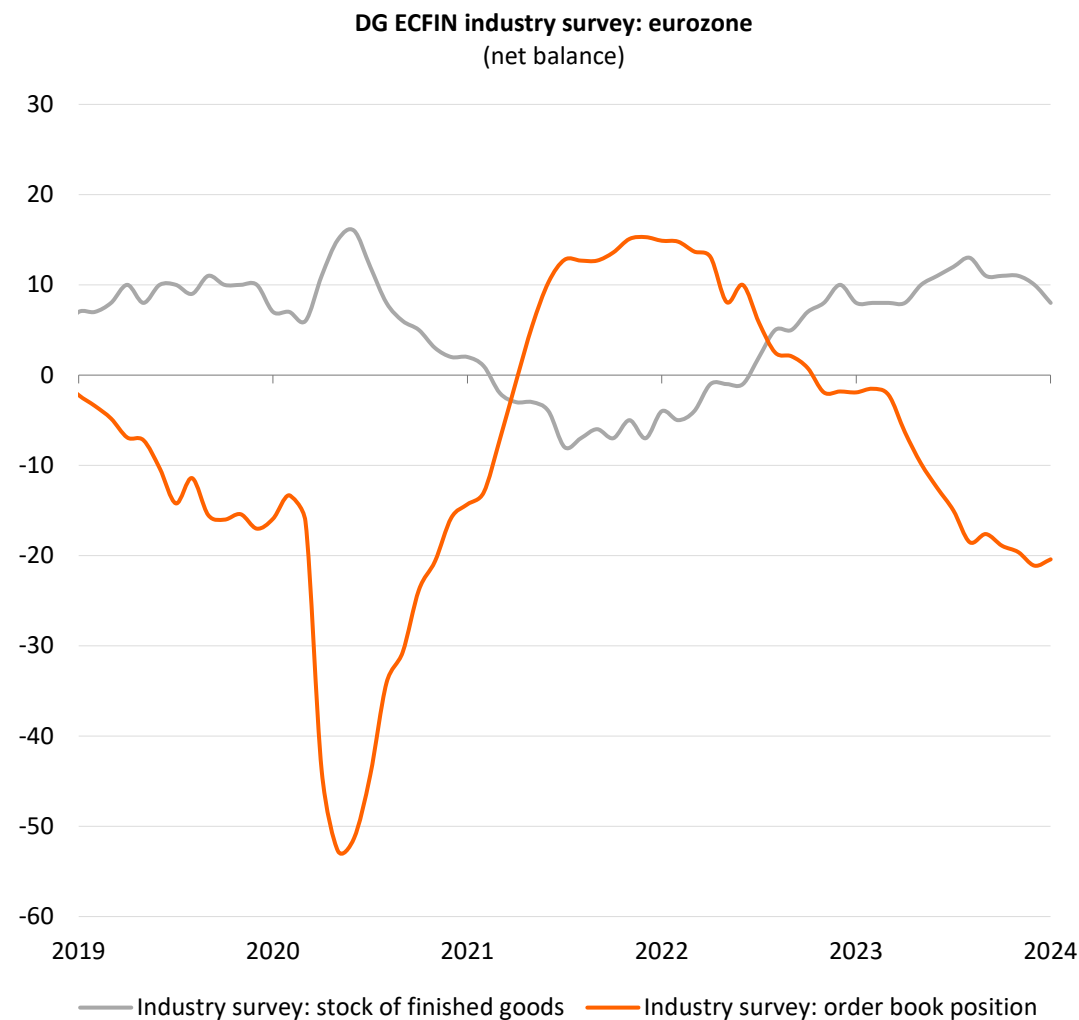


Source: LSEG Datastream; INGF; Forecast from 1Q 2024

...with some countries performing worse than others

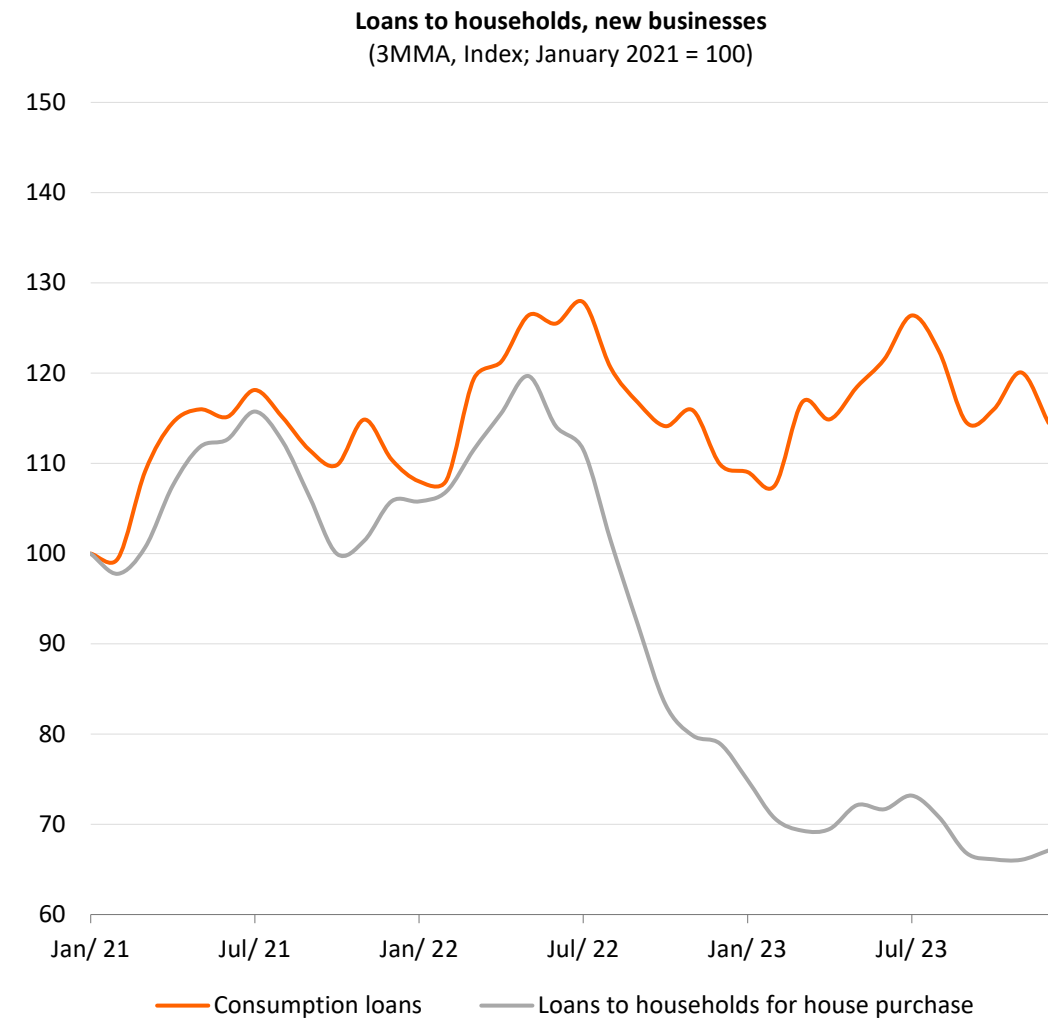
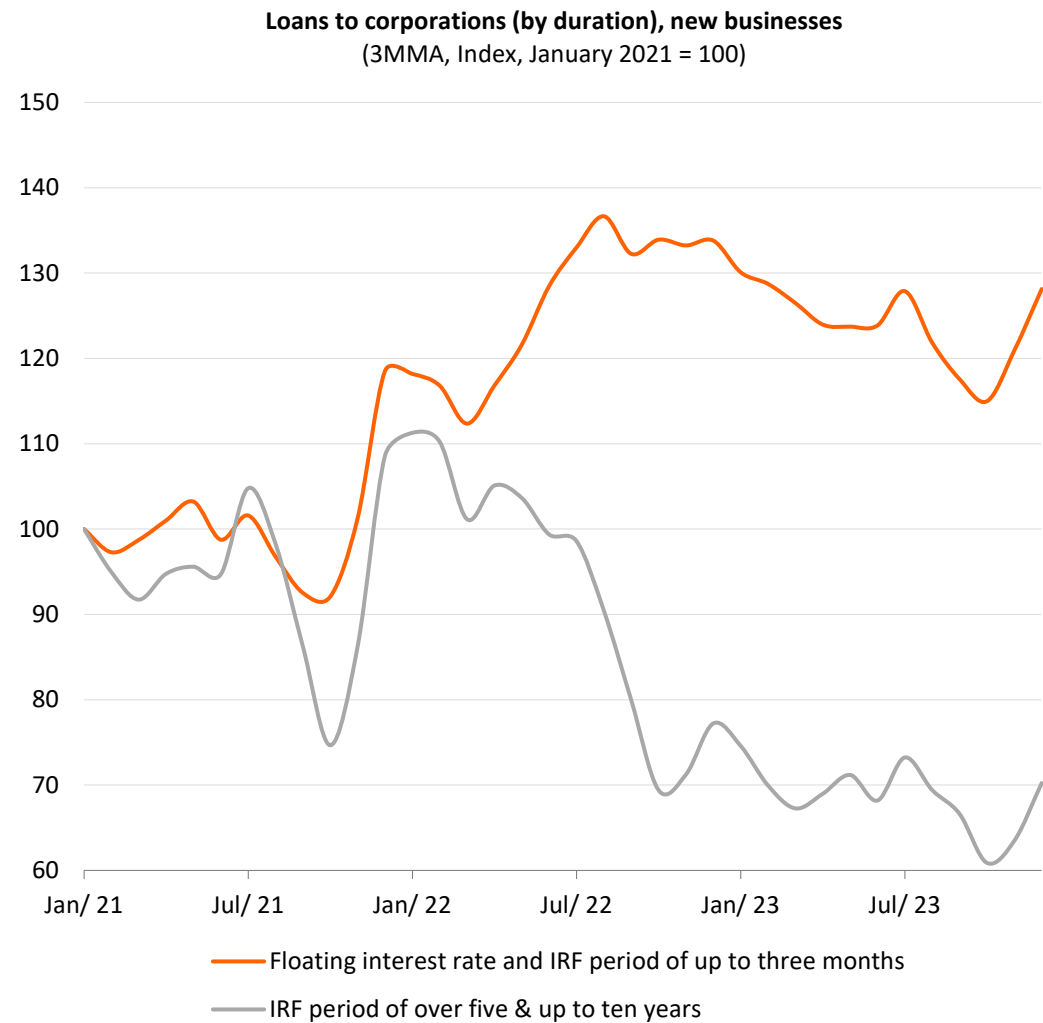


New year, old problems



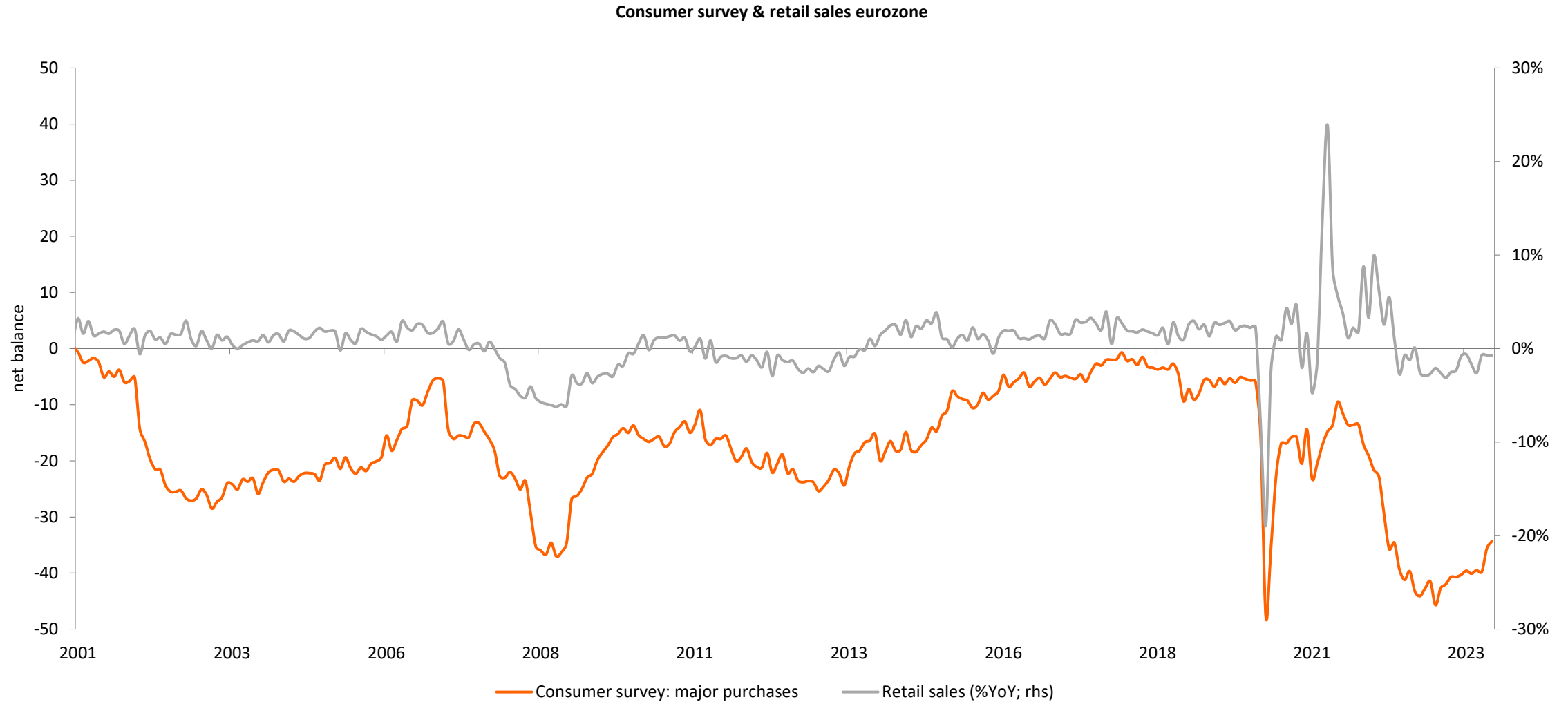
Source: LSEG Datastream

The delayed impact from ECB rate hikes still unfolding

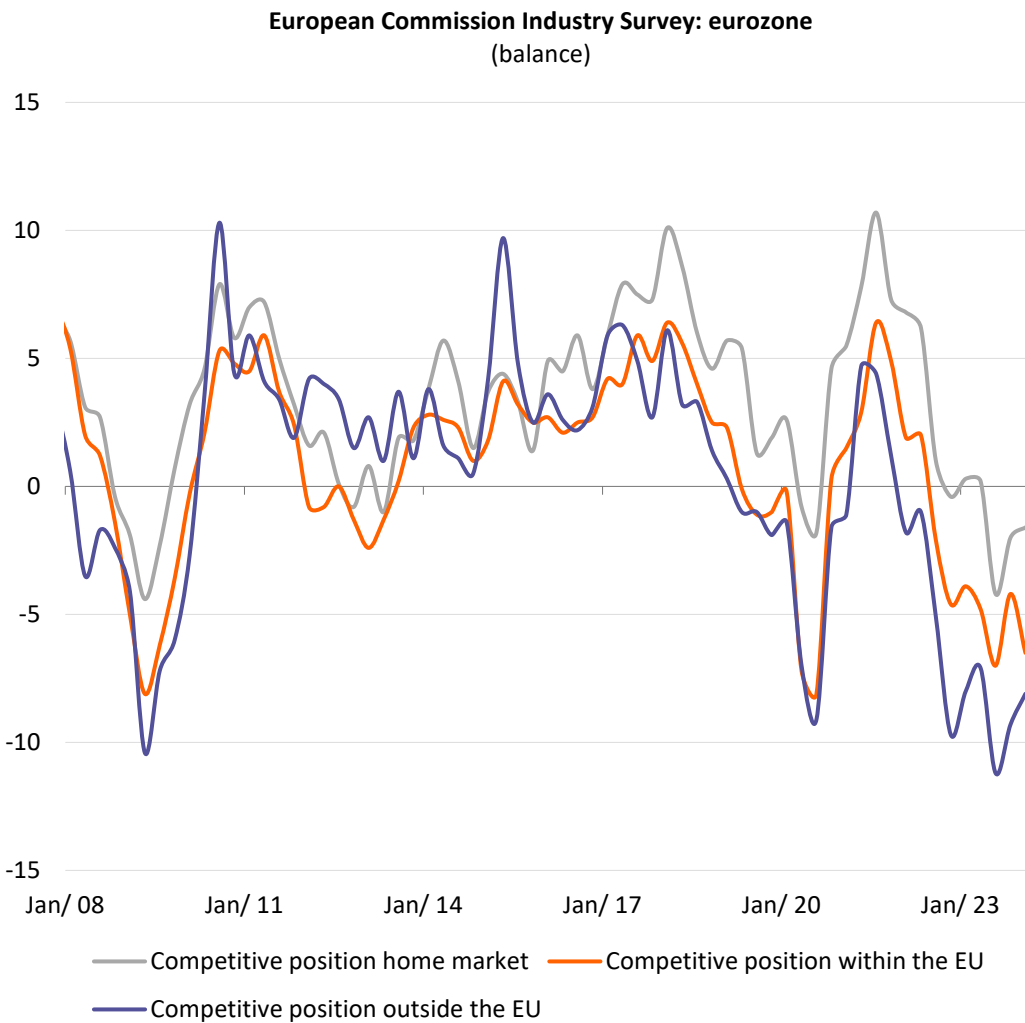
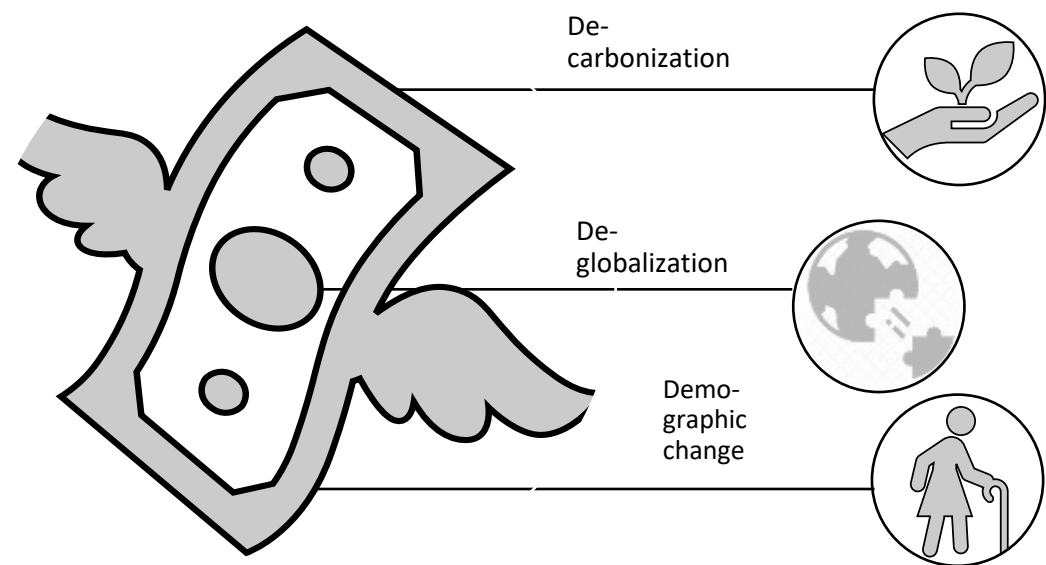


Source: ECB Statistical Data Warehouse; ING Economic & Financial Analysis

Not only companies, but also consumers are affected by uncertainty



Structural challenges will continue weighing on economic outlook

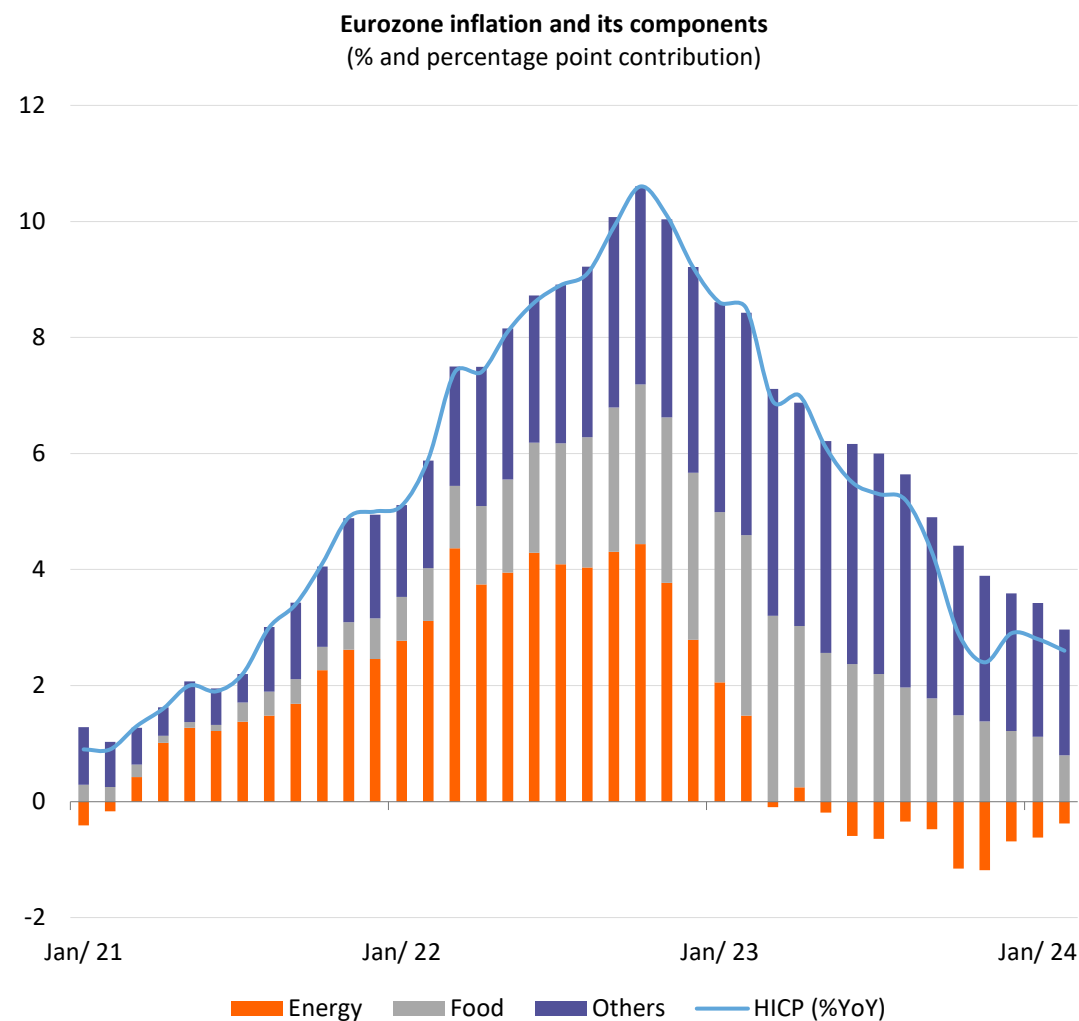


A photograph of two pigeons perched on a concrete ledge. The pigeon on the left is facing the other, and they appear to be interacting. The pigeon on the right is facing away from the camera, showing its grey and white wings. The background is blurred, showing a metal fence and some foliage.

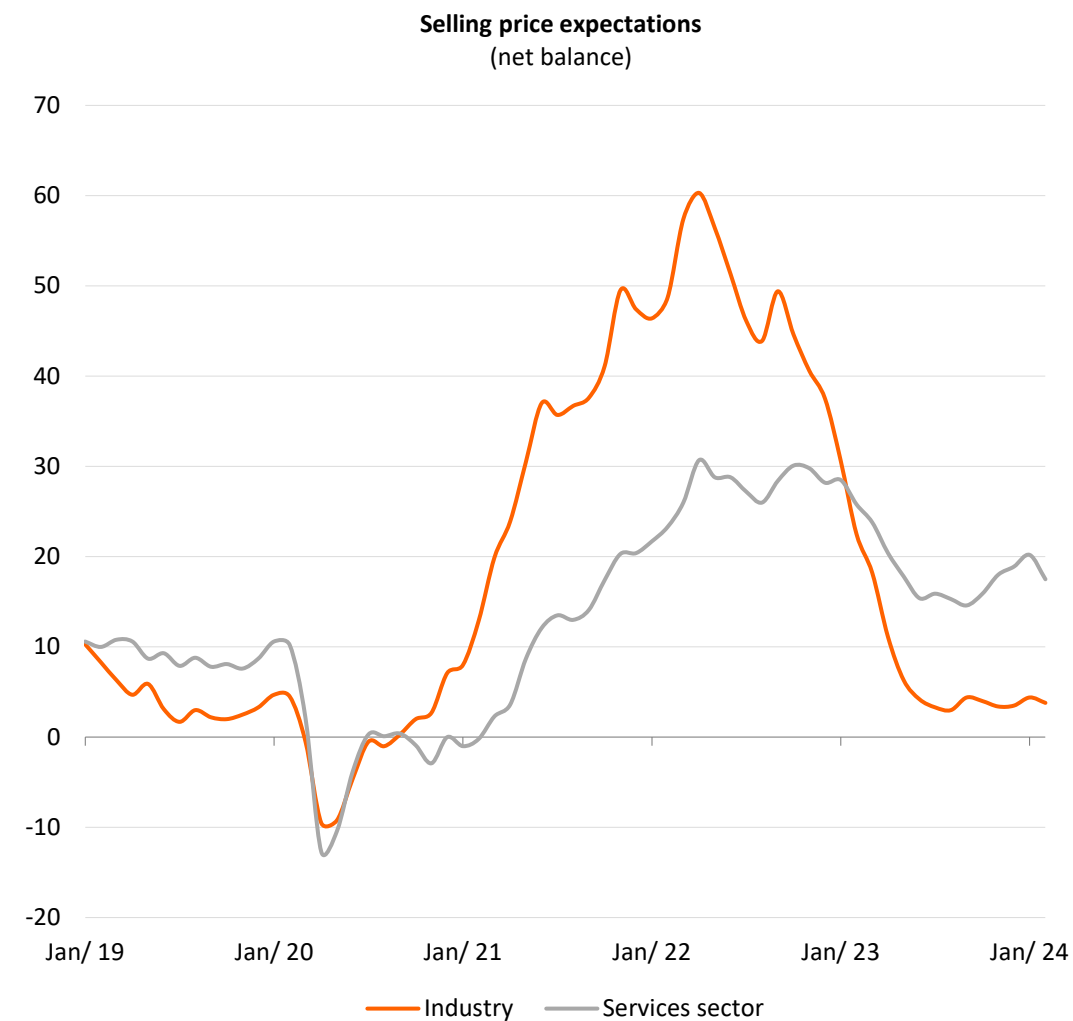
The year of the dovish shift

ECB and inflation outlook

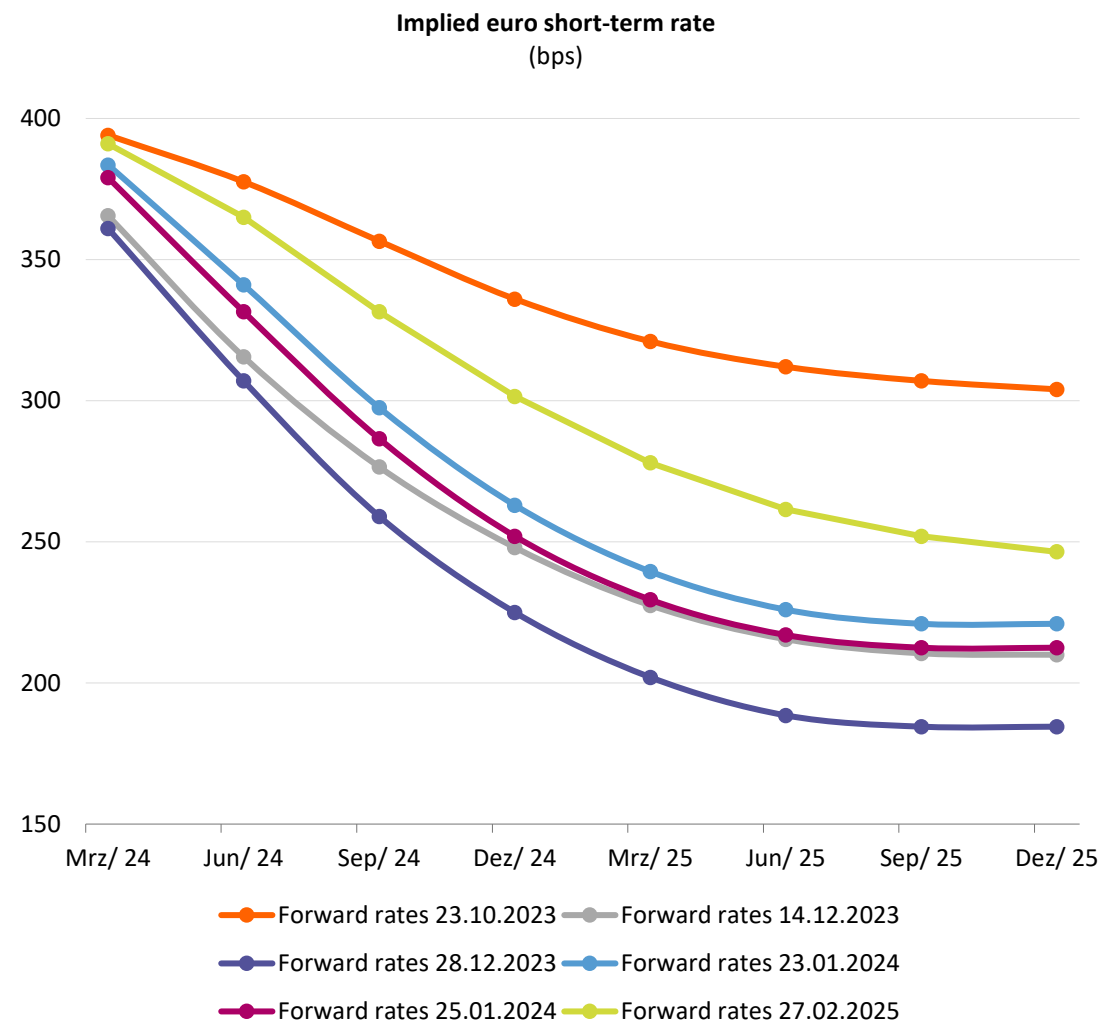
The last mile will be the hardest...



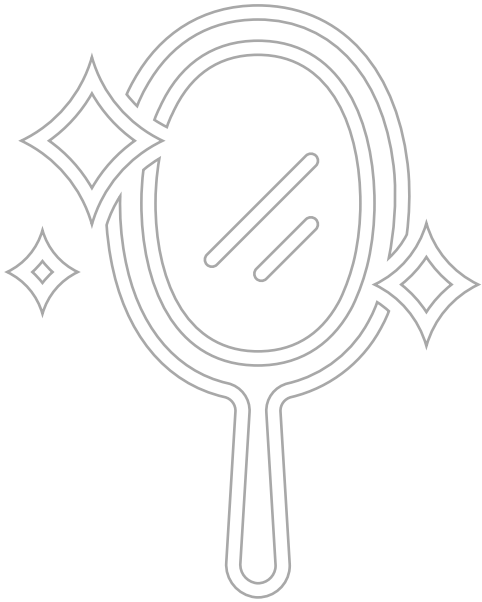
Source: LSEG Datastream



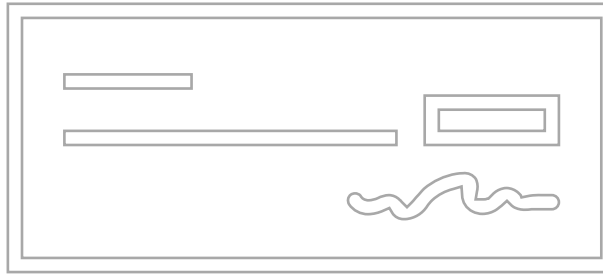
...and the ECB will be cautious in determining timing and size of rate cuts



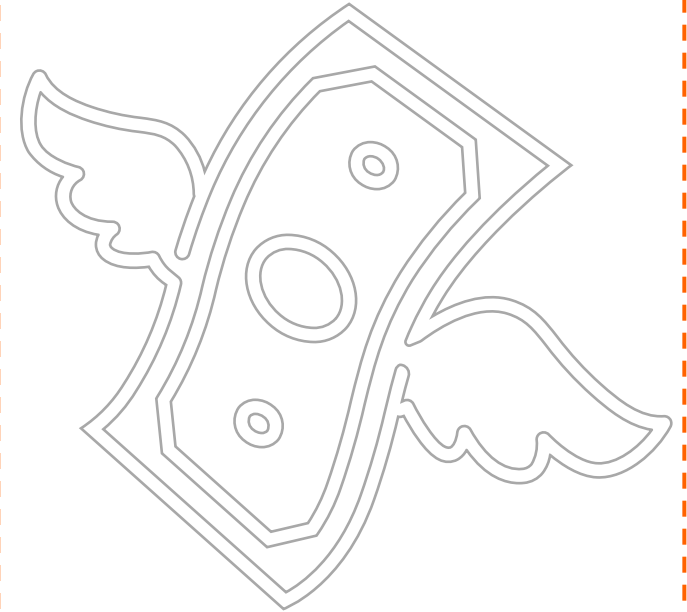
The trinity behind lowering interest rates



Long-term inflation forecasts (which currently have inflation back at 2.0% from the third quarter of 2025 onwards) need to remain unchanged



Nominal wage growth needs to come down to around 4%



Actual inflation should be at least at around 2.5% for a few months, as the ECB would fear harming its credibility when cutting rates with an actual inflation rate of around 3%

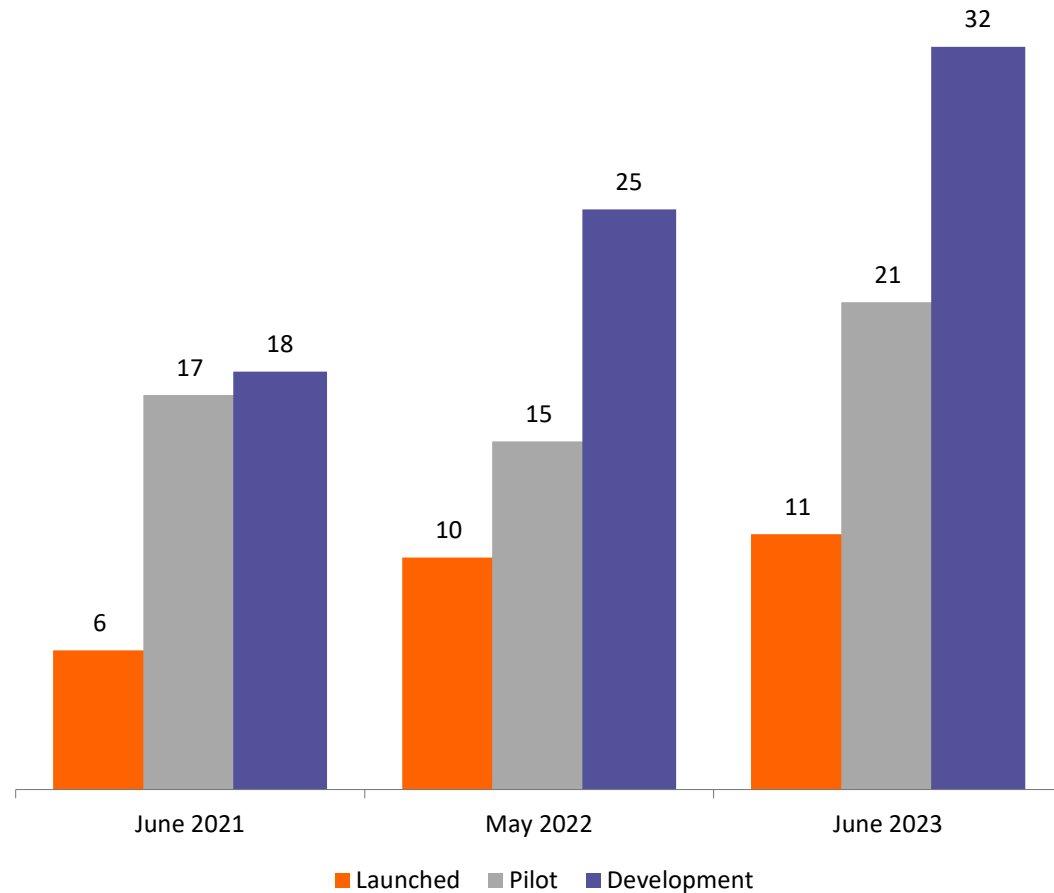


Ready for the digital shift?

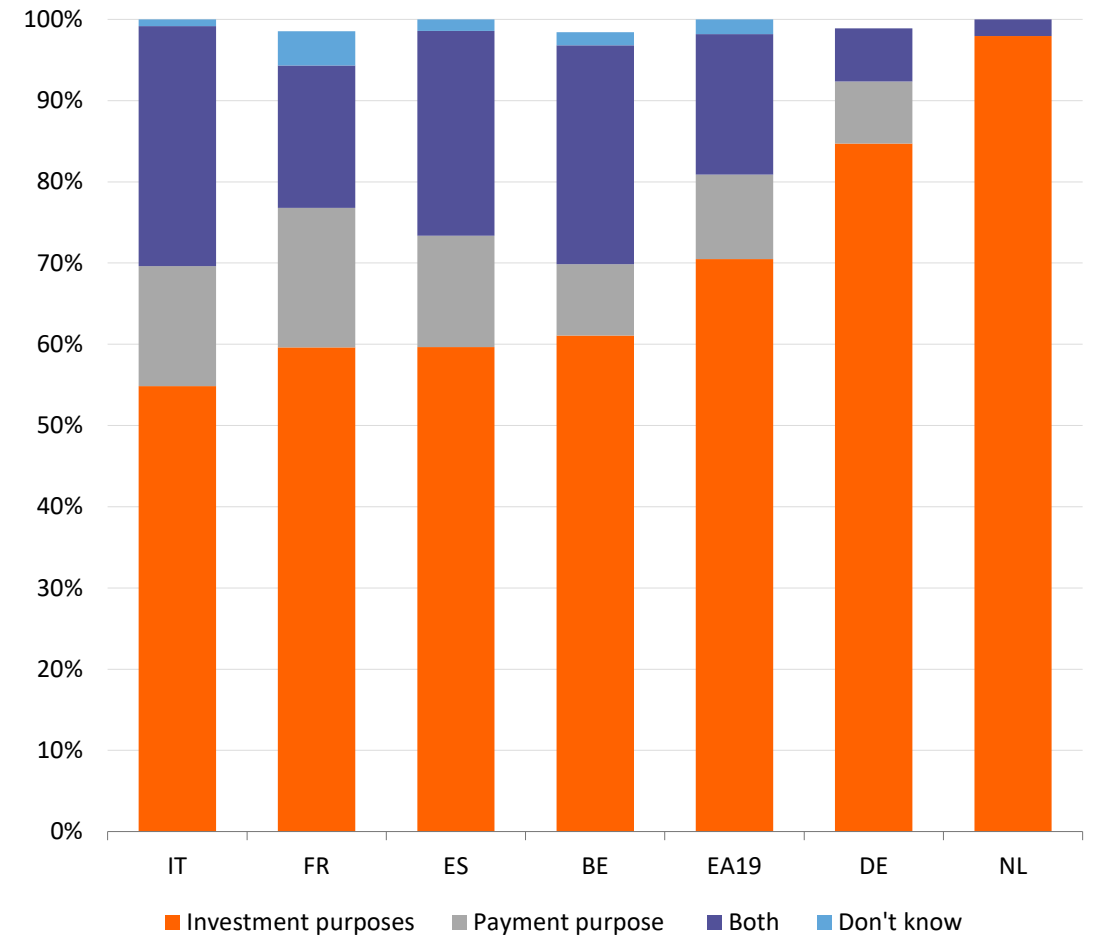
Structural challenges & clouds of uncertainty

Banking on the future...

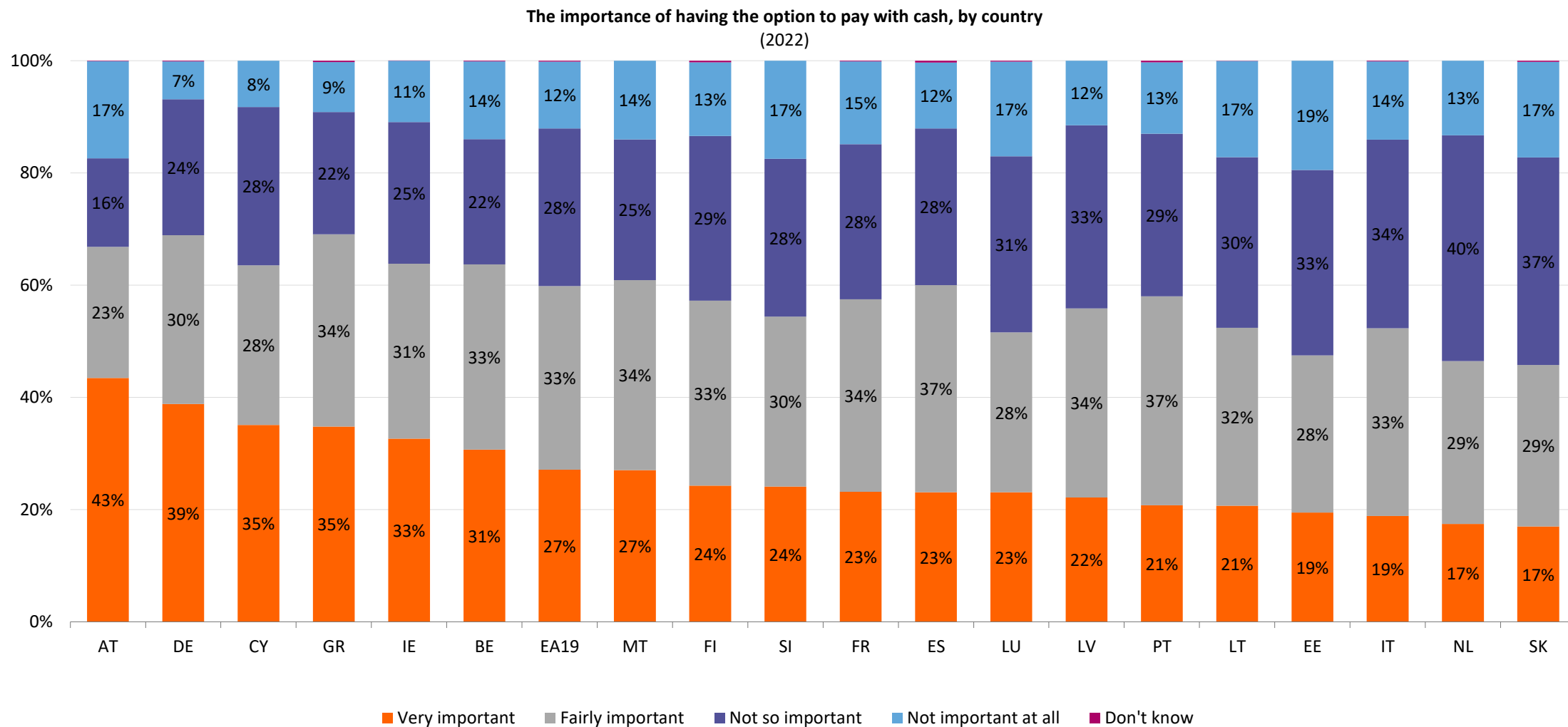
Number of countries/currency unions with CBDC in advanced exploration phases



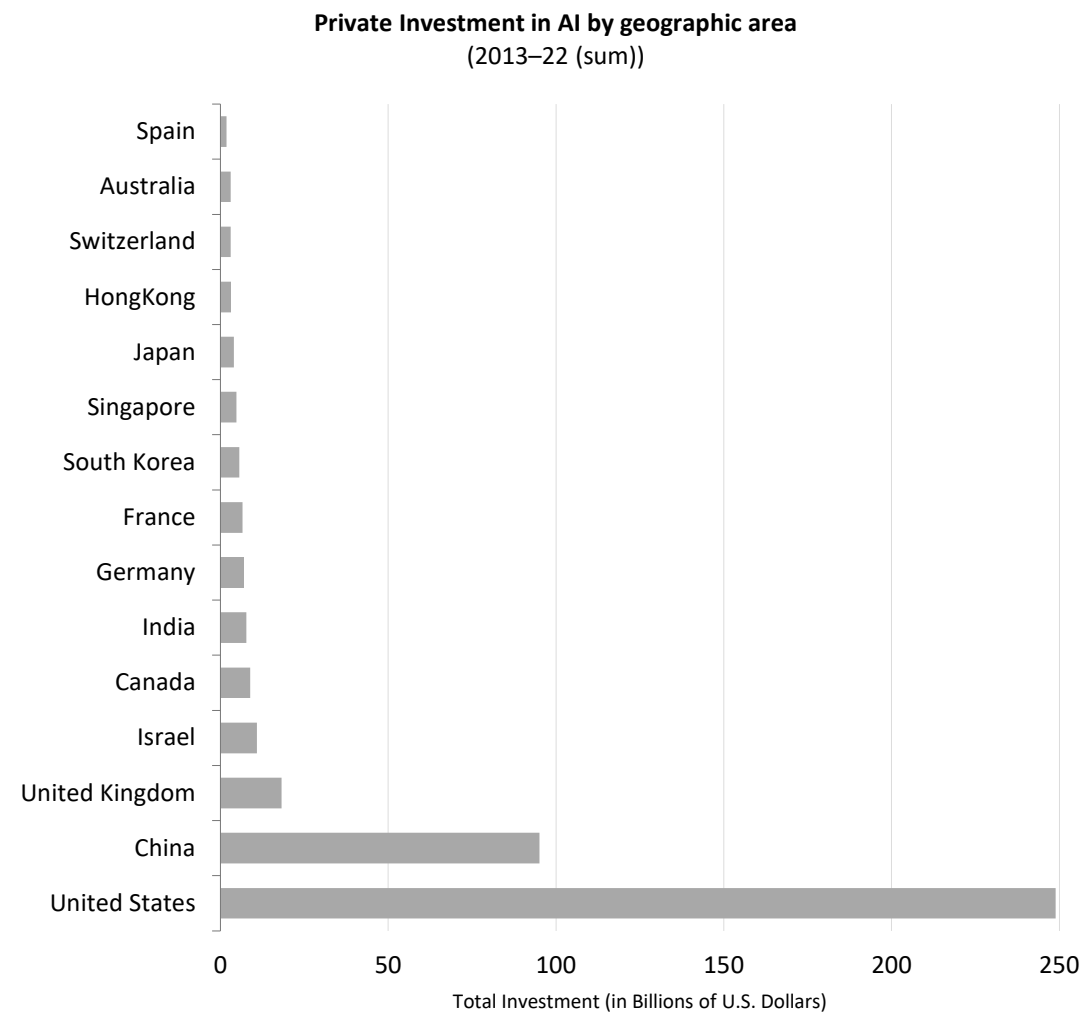
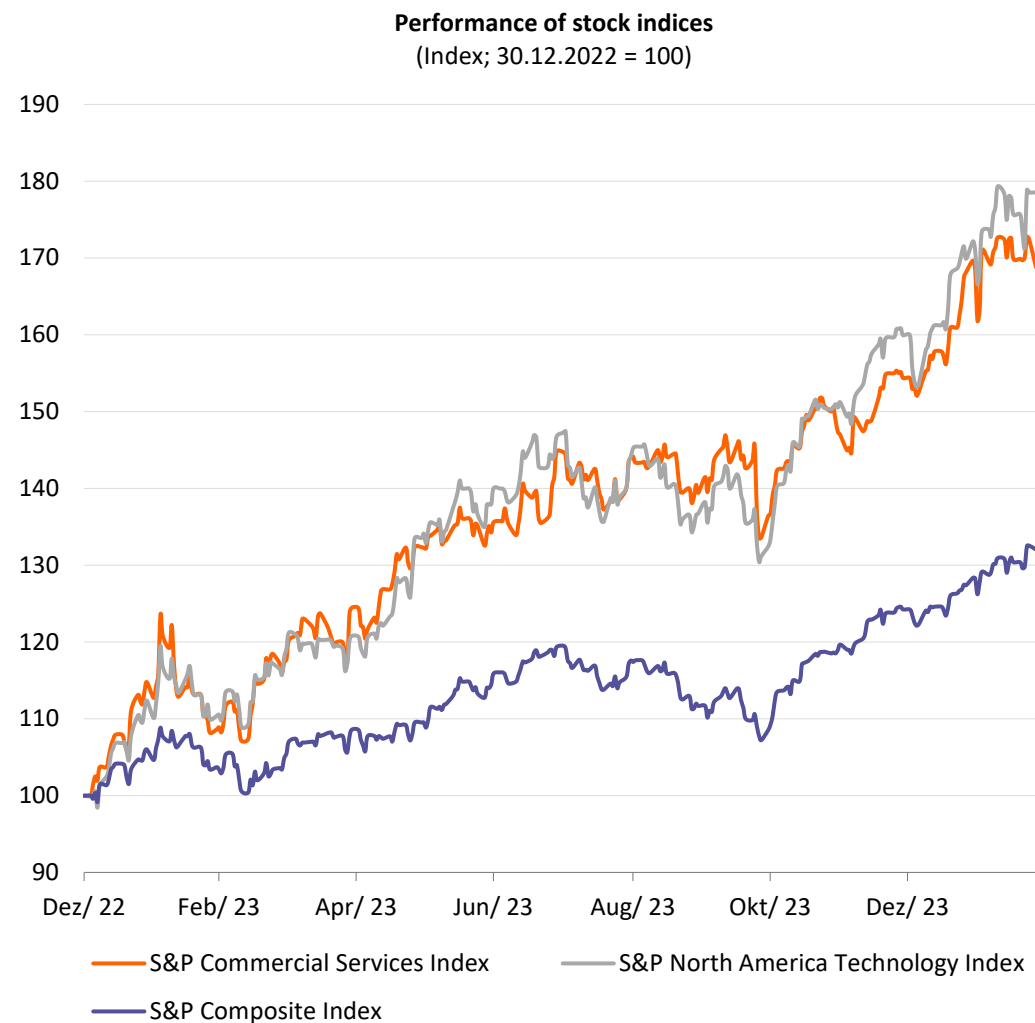
Use of crypto assets
(in % of the share of the population that stated to own crypto assets)



...but it shouldn't become too digital after all

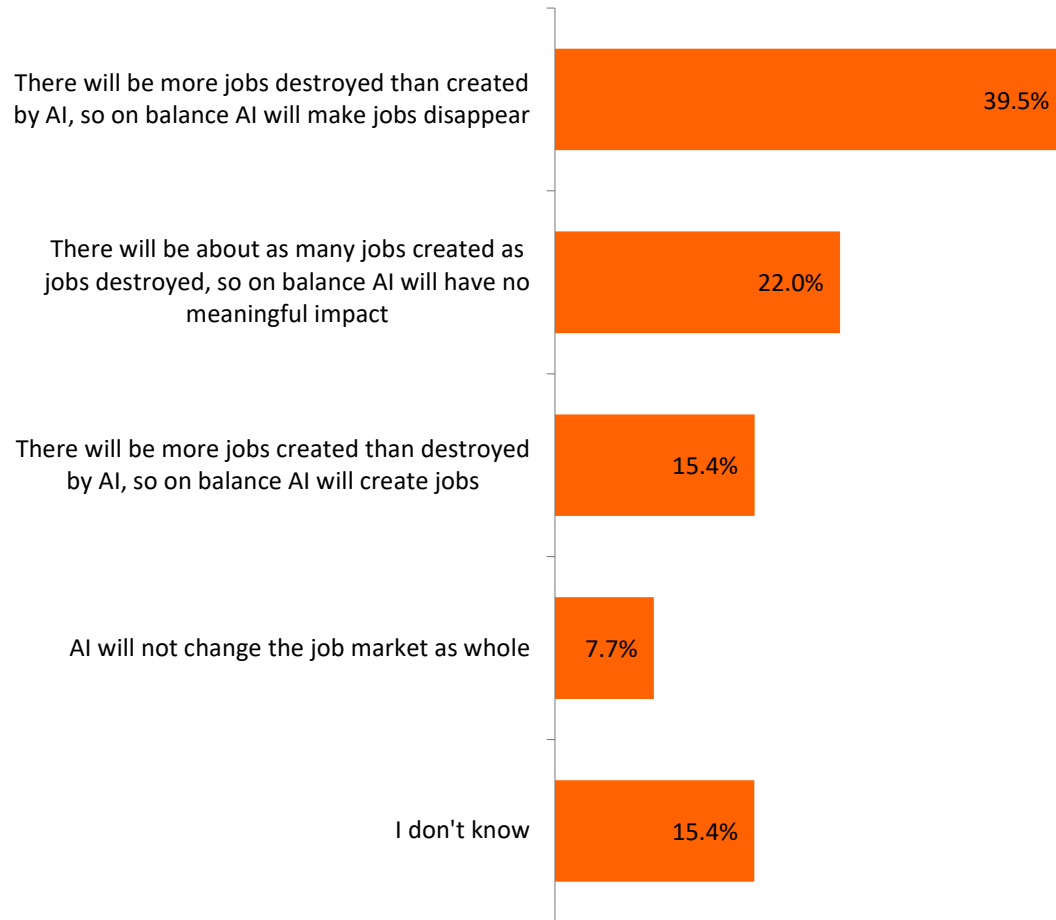


AI creates a "gold rush" feeling

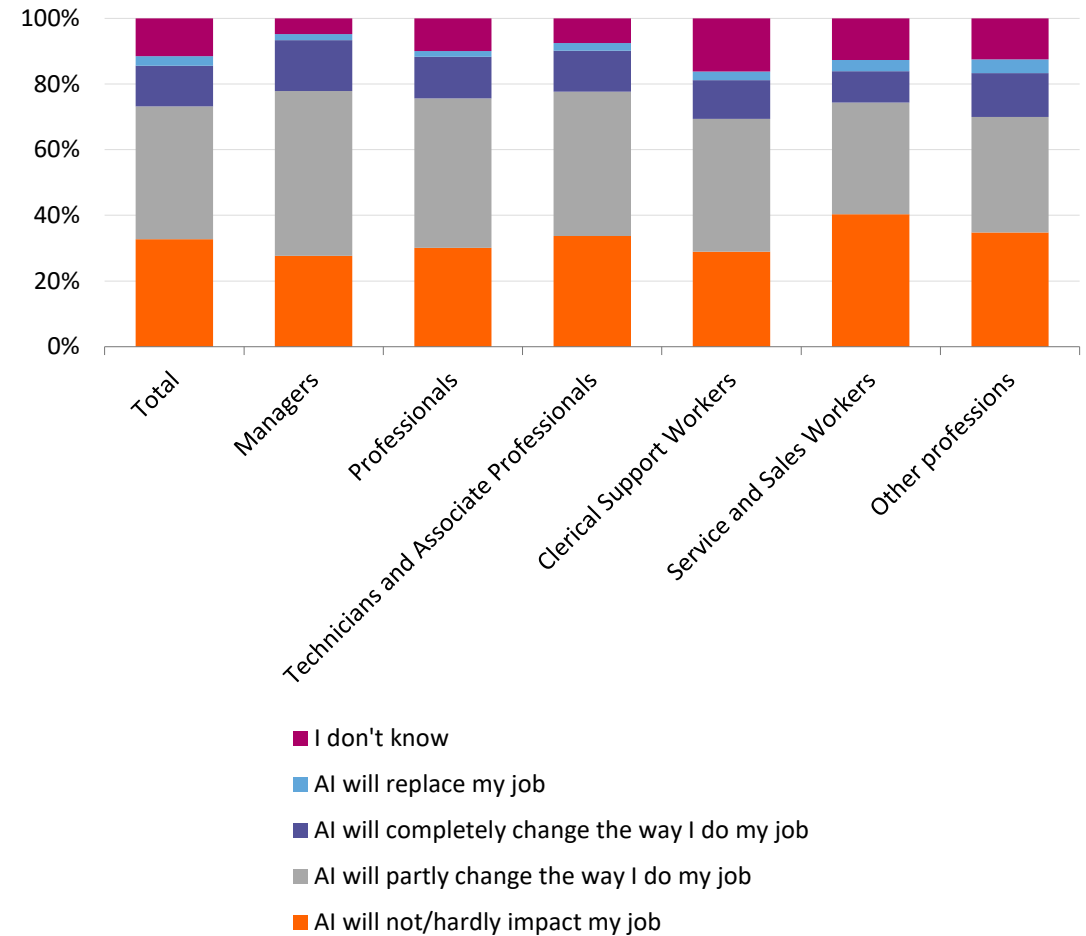


...but not for everyone

What impact do you think the use of Artificial Intelligence (AI) in general will have on the overall job market in your country in the next 5 years?



What impact do you think the use of Artificial Intelligence (AI) in general will have on your own current job in the next 5 years?





do your thing

Disclaimer

This document has been prepared by the FICC Research department of ING Bank N.V. (“ING”) solely for information purposes without regard to any particular user's investment objectives, financial situation, or means. ING forms part of ING Group (being for this purpose ING Group N.V. and its subsidiary and affiliated companies).

The information in this document is not an investment recommendation and it is not investment, legal or tax advice or an offer or solicitation to purchase or sell any financial instrument. Reasonable care has been taken to ensure that this document is not untrue or misleading when published, but ING does not represent that it is accurate or complete. ING does not accept any liability for any direct, indirect or consequential loss arising from any use of this document. Unless otherwise stated, any views, forecasts, or estimates are solely those of the author(s), as of the date of the document and are subject to change without notice.

The distribution of this document may be restricted by law or regulation in different jurisdictions and persons into whose possession this document comes should inform themselves about, and observe, such restrictions.

Copyright and database rights protection exists in this document and it may not be reproduced, distributed or published by any person for any purpose without the prior express consent of ING. All rights are reserved.

Didier Vandenhoute

**Treasury Consulting Partner for Banking and Cash Management
PwC**

1. Survey demographics

375 companies

33 countries

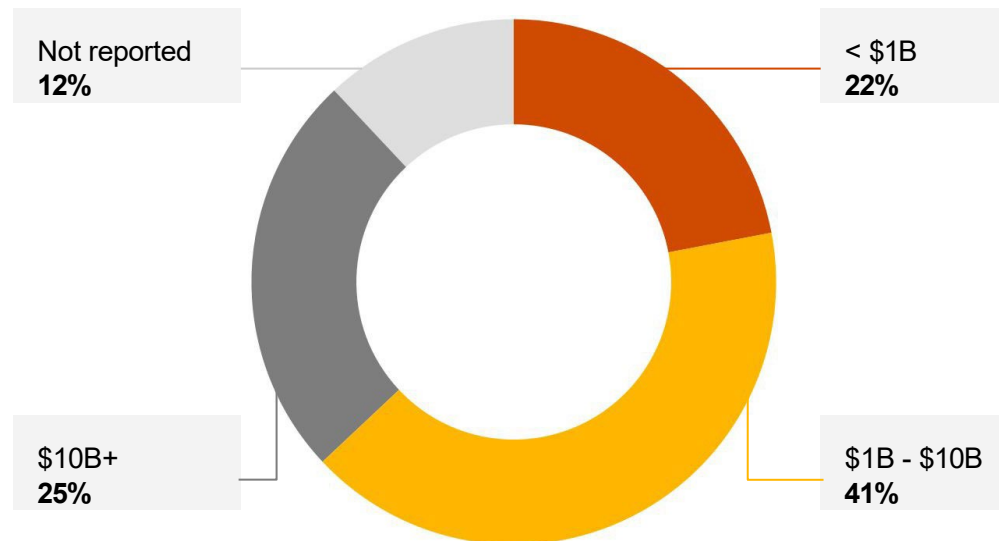
24 industries

13.6B \$ average revenue
3.9B \$ median revenues

Distribution of respondents by geography



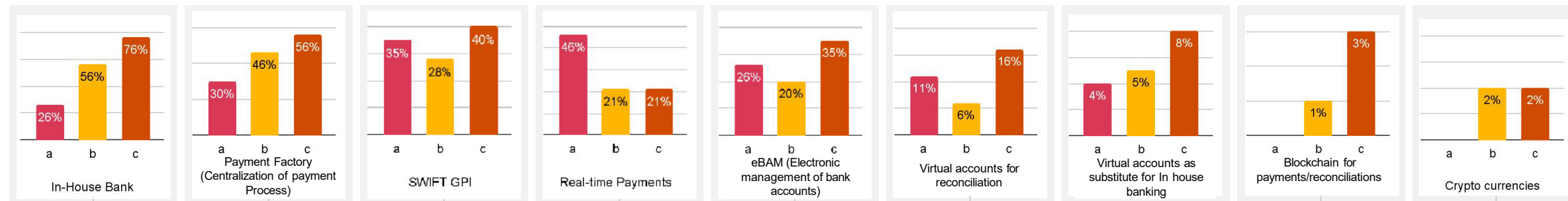
Distribution of respondents by revenue



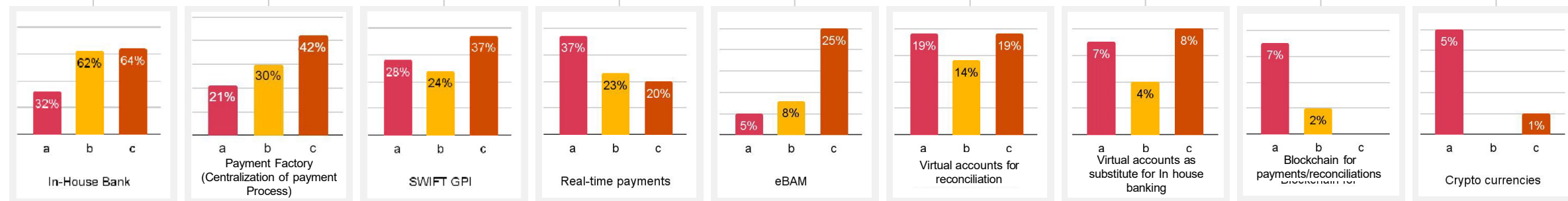
2. Cash & Liquidity management solutions

Initiatives for banking and cash management operations
Per revenue & per year

2023



2021



Revenue

a. <\$1B

b. \$1B – \$10B

c. \$10B+



Panel Discussion

Coffee Break

10:50 – 11:05 CET

During coffee break, do not “leave the meeting”
(i.e., stay connected while muting your sound and turning off your camera)

Panel Discussion

Fireside Chat

Lunch Break

12:45 – 14:00 CET

During lunch break, do not “leave the meeting”
(i.e., stay connected while muting your sound and turning off your camera)

Kindly reconnect on time for the afternoon sessions

Markus Nowak

**Lead Manager Treasury
Vetter Pharma**

Dierk Rathjen

**Vorstand
Technosis AG**



**Consolidated data put to (good!) use for control
as well as forecasting and planning;
what is the state of the market?**

Who are we?

Markus Nowak	Dierk Rathjen
Since 2016: Lead Manager Treasury, Vetter (Ravensburg)	Since 2007: COO Technosis AG
2012-2016: Treasury Manager, Bilfinger SE (Mannheim)	2002-2006: Treasurer Olympus Europa GmbH
2011-2012: Treasury Manager, KRUSE Group (Balve)	2000-2001: Assistant Treasurer vaw aluminium AG
2009-2010: Intern Treasury, Springer Nature (Berlin)	1996-2000: Trader at Landesbank Schleswig-Holstein
Economist, Ruhr-University (Bochum)	www.technosis.de



What are our companies doing?

- **Technosis AG**
 - Founded in 1992
 - TMS Software provider
 - Family-owned
 - Based in Hamburg
- **Vetter**
 - Founded in 1950
 - Service provider for the Pharmaceutical industry
 - 6,300 Employees
 - Family-owned
 - Based in Ravensburg

What are (among others) the Treasurer's tasks?

- **Financial Risk Management**

- Liquidity
- Currency
- Interest
- Commodity
- Asset

- **Stakeholder Management**

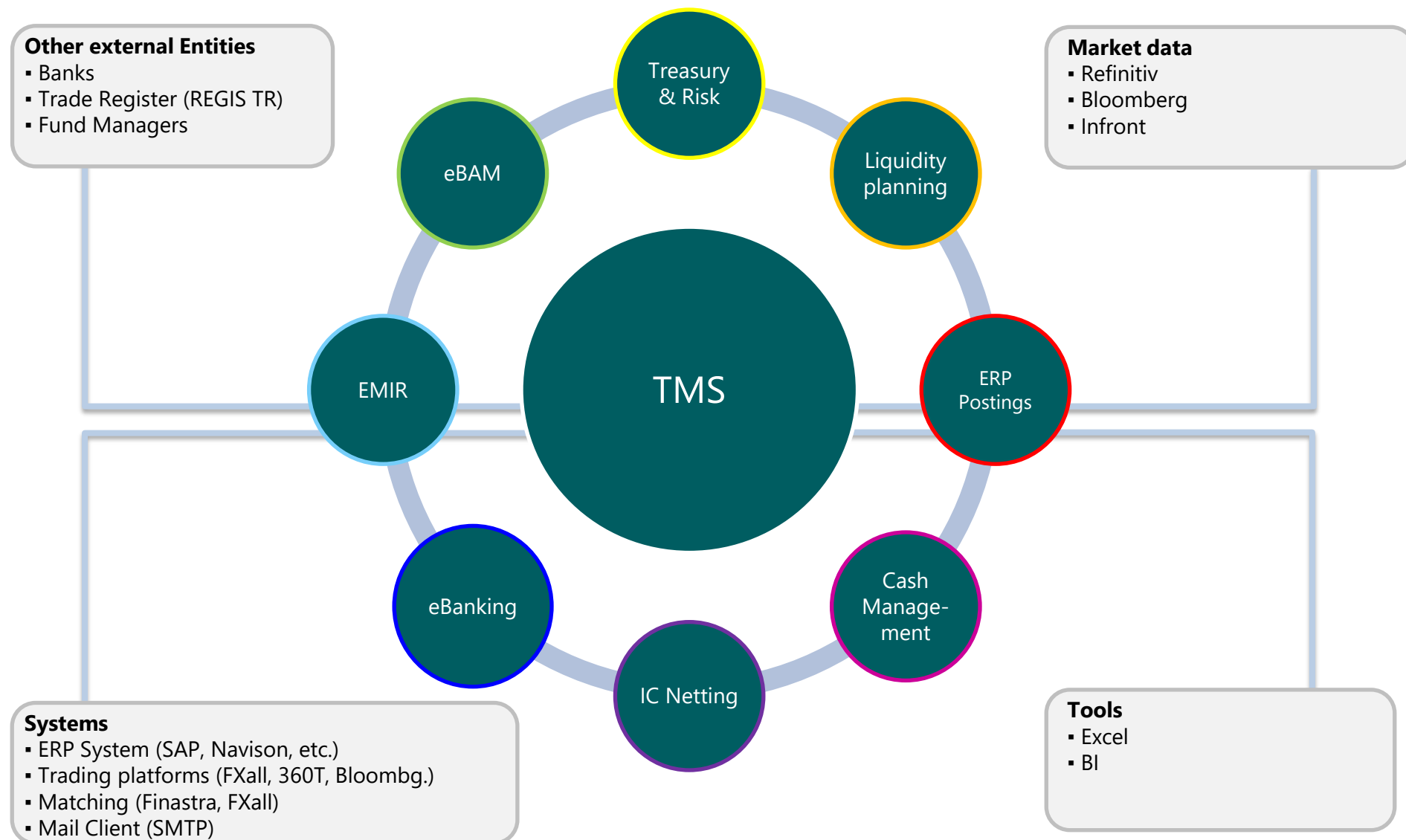
- CFO
- Subsidiaries
- Banks
- Insurance Companies

- **IT Management**

- ERP

- **TMS**

What should a TMS cover?



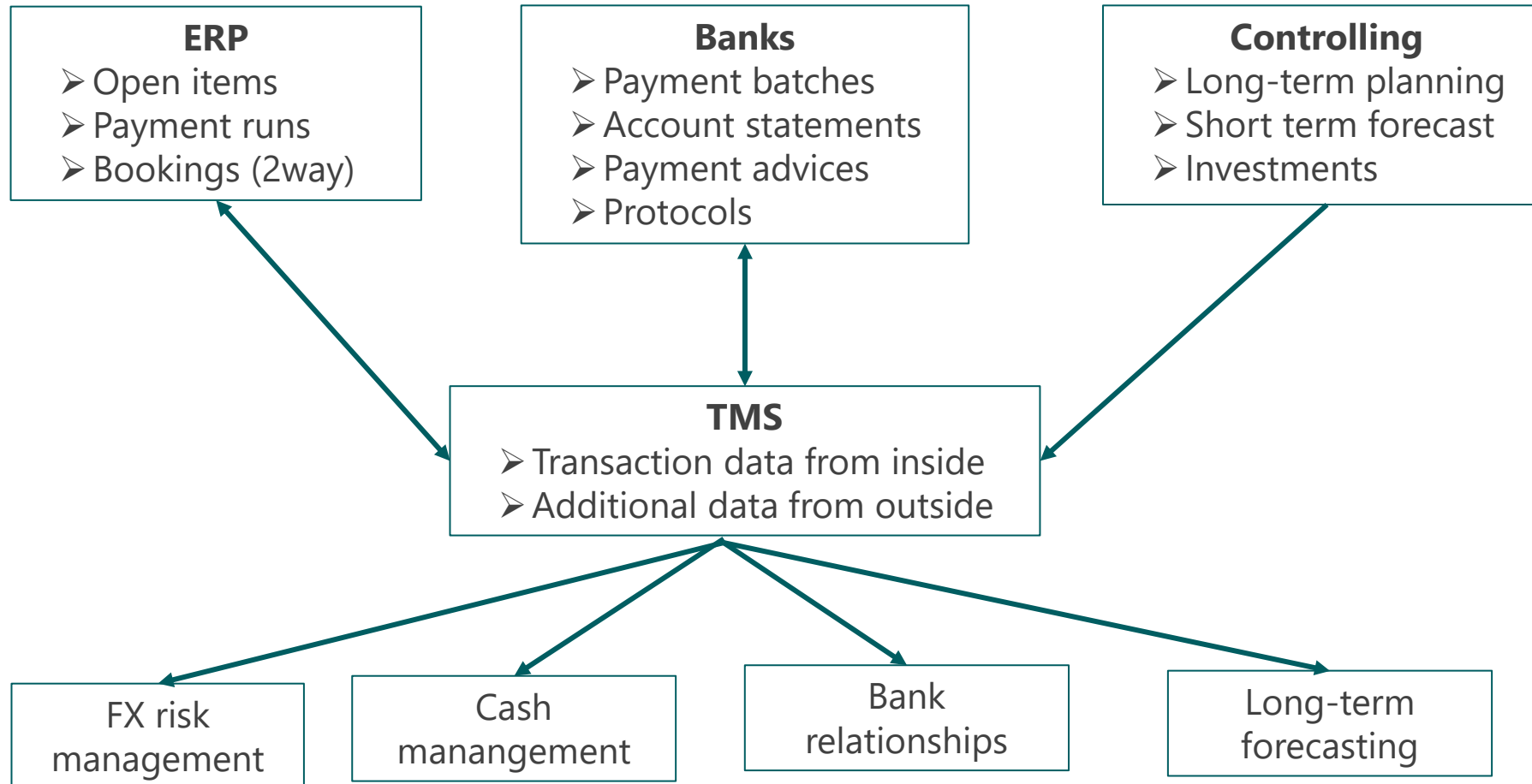
How is a TMS used?

- **Processes**
 - Center of process chains
 - Automation

- **Flexibility**
 - Reporting
 - Transparency

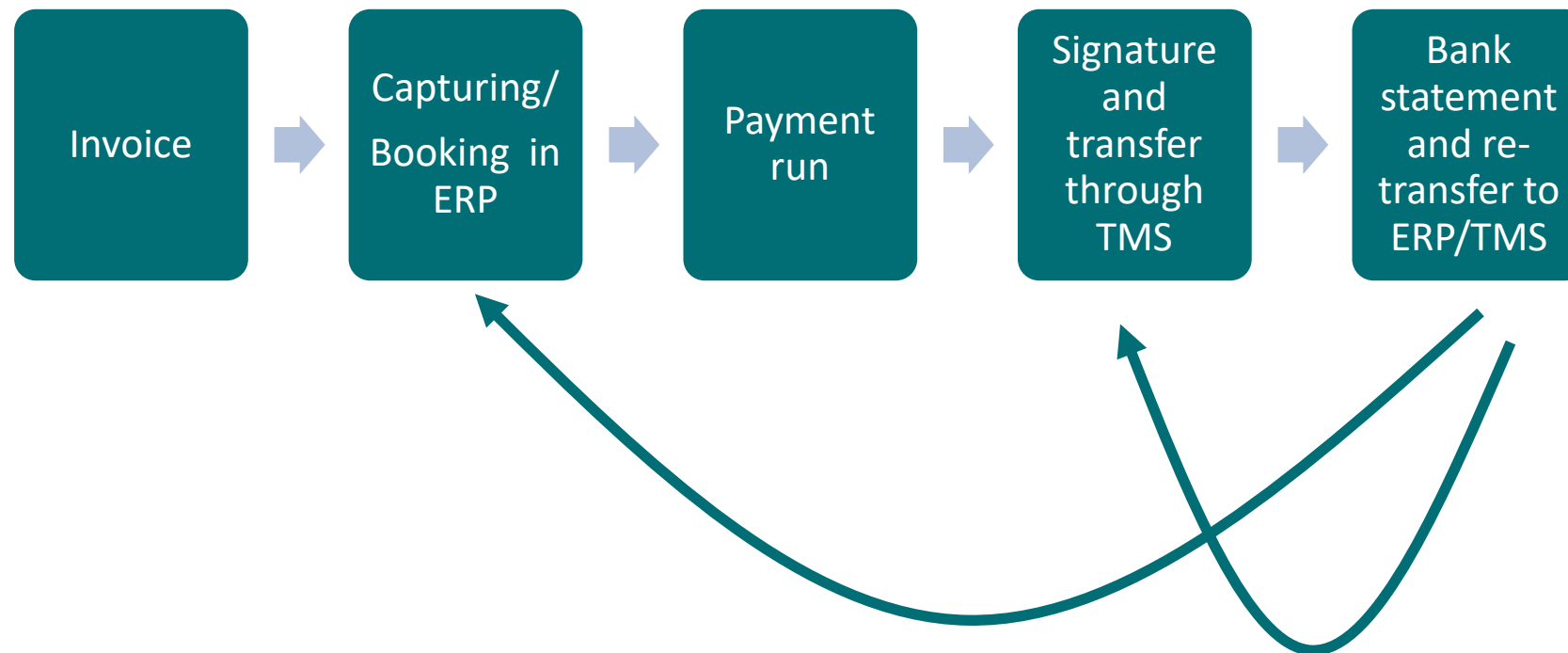
- **Data**
 - Collection
 - Consolidation / Analysis
 - Usage

What data is processed and what is it used for?

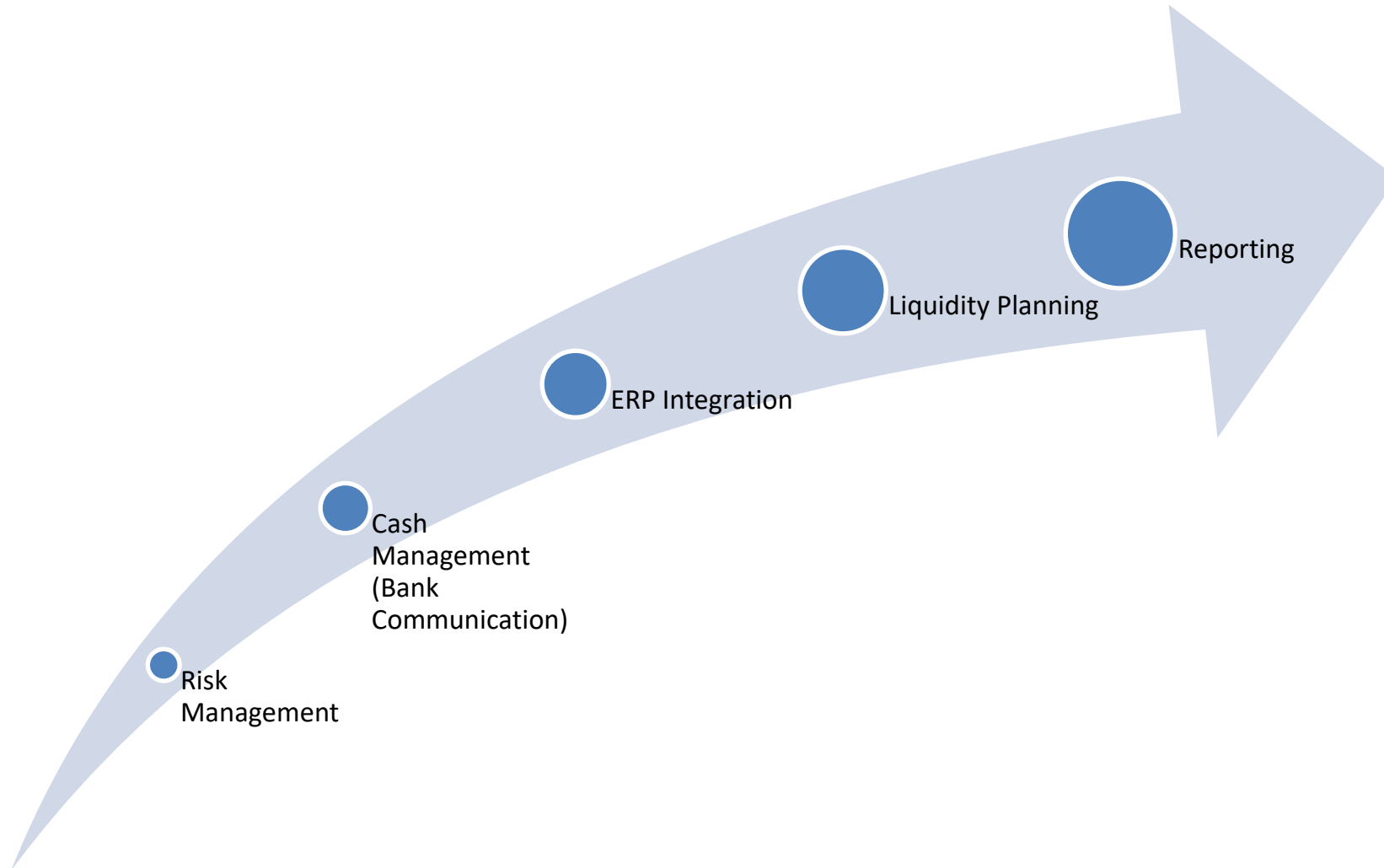


Processes in Treasury

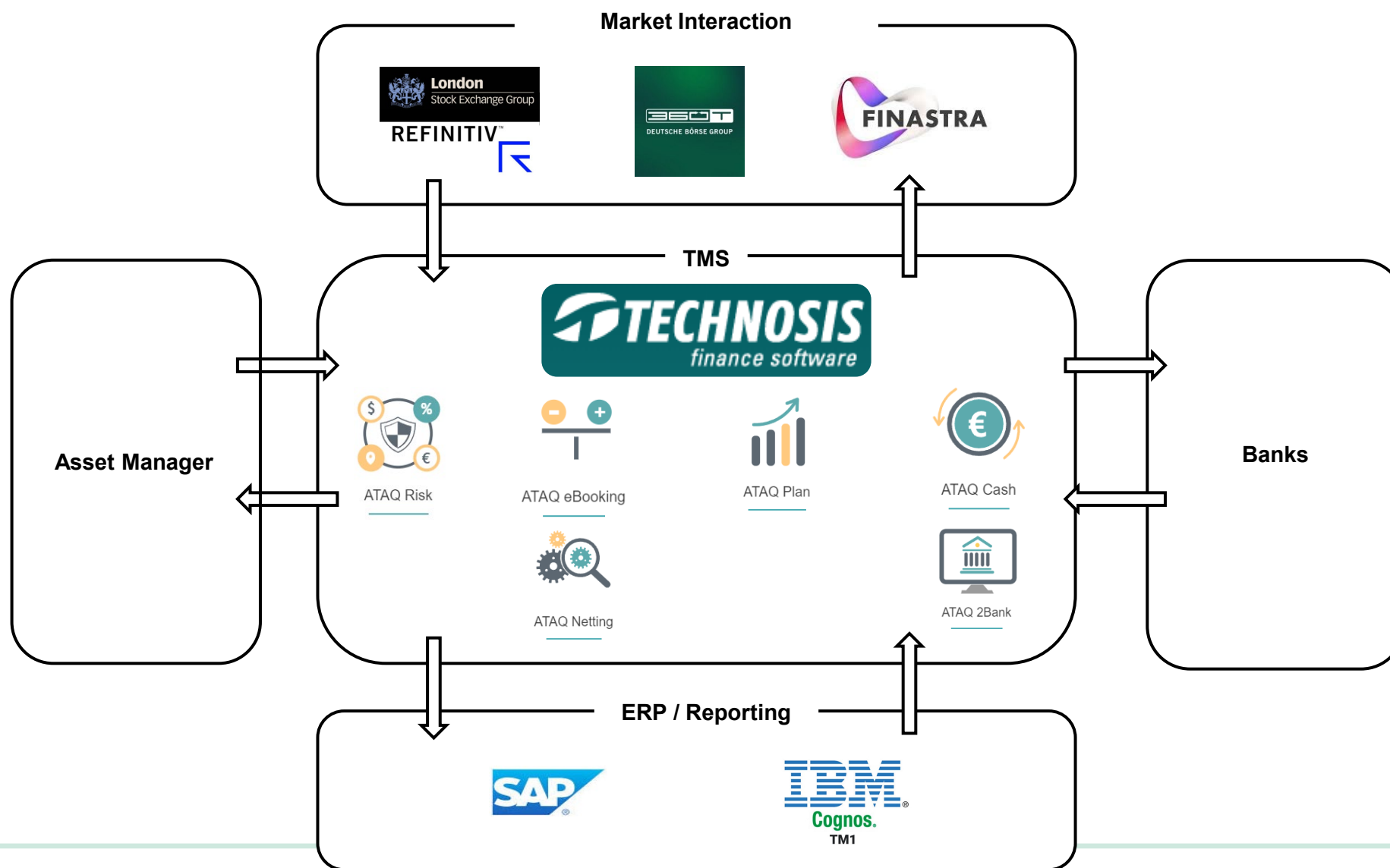
➤ Example: Payment



What did Vetter do?



Vetter's System Landscape



Call to action – what do corporates need from banks?

- **Technical side**
 - Stick to standards
 - Use and optimize existing communication channels like EBICS, SWIFT
 - Customers want one/few technical solution for various banks
- **Other factors**
 - Product price is just one aspect
 - Optimizing a process often more important than lightning speed
 - Already long-time usage and analysis
 - Understanding of being part of a process chain

Panel Discussion

Wrap-up

Thank you!

Participants in the forum are reminded of their responsibility to observe anti-trust laws.

The EBA Anti-Trust Policy is available on the EBA website.

https://www.abe-eba.eu/media/azure/production/1352/eba_antitrust_policy_20170602_final_clean.pdf

The forum is an open group, where interested stakeholders can discuss and exchange information on industry-wide topics.

The content of the slides presented and the views expressed in the context of the activities of the forum are those of the respective participants in the forum, and do not represent the views of the Euro Banking Association (EBA).