

2018
ANALYST REPORT

TREASURY AGGREGATORS

Bank Connectivity Solutions

- ◆ Streamlined Payments & Reporting
- ◆ Enhanced Security
- ◆ Simplified Compliance
- ◆ Comprehensive Cash Visibility

SPECIAL REPORT - **FIDES**

This special report provides in-depth coverage of the treasury aggregation industry at large with an exclusive look at the solution set offered by Fides.

ADVISE & INFORM

Our mission is to **elevate & enhance** the practice of treasury **by advising** individual clients **& informing** the industry at large.

We hope you enjoy this report and find it useful.
Thank you for reading.

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Since Strategic Treasurer was founded in 2004, we have helped hundreds of corporate clients face real-world treasury issues. Our senior consultants have practical, hands-on experience in corporate treasury environments and have held senior management and leadership roles across numerous industries. Strategic Treasurer's consultants are known not only for their expertise in the treasury space, but also for their responsiveness to client issues, comprehensive follow-through on every project, and deep understanding of the industry. Our focus as a firm centers on maintaining true expertise in the treasury space, which is accomplished through a combination of annual industry surveys, an ongoing discovery program, and active engagement with both corporate clients and treasury technology vendors. As a result, our awareness of the market is both global in scope and rich in detail.

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Vendor Analysis



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Vendor Segment Includes:

- ⋮ Company Overview
- ⋮ Company Snapshot
- ⋮ FAQs
- ⋮ Case Study
- ⋮ Product Overview
- ⋮ Customer Service
- ⋮ Onboarding, Implementation & Client Training
- ⋮ Company Timeline
- ⋮ Event Attendance/Get in Touch
- ⋮ Testimonials

Treasury & Payments in Context

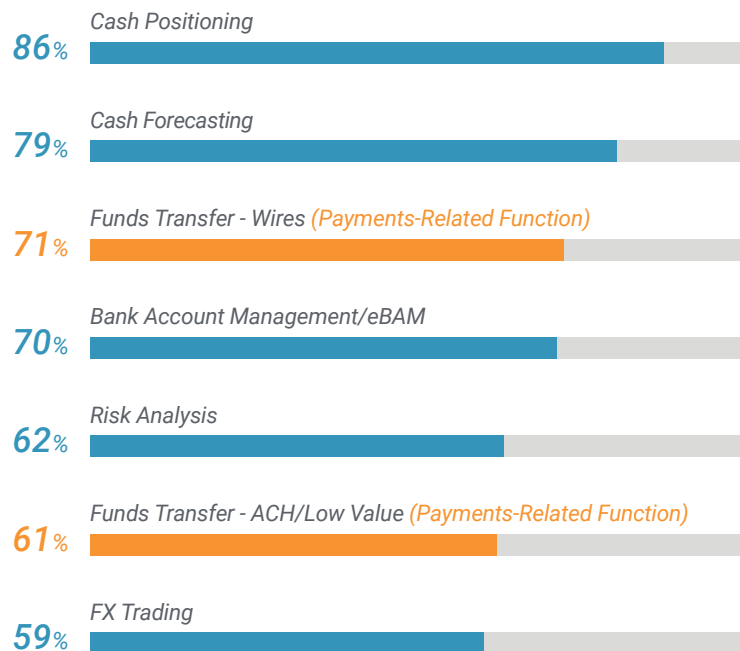
Over the course of the past several decades, the title of “treasurer” has been most commonly linked to the practice of managing and executing payments. But while the funds transfer arena continues to be a core focus for treasury, this is not their only area of responsibility. Today, most treasury departments are entrusted with duties ranging from global cash positioning and forecasting to liquidity management, financial risk management, payment execution and reporting, compliance and fraud monitoring, and bank relationship management. Although not all these tasks require treasury’s undivided attention, the challenge of managing their full list of responsibilities has escalated rapidly over the past decade. This has especially been the case in the wake of the financial crisis, which spawned a whole new set of compliance requirements, risk-related concerns, and a much greater emphasis on liquidity management and working capital internally. This beleaguerment was highlighted in a recent survey, where nearly 1/3rd (31%) of corporate respondents indicated they did not have time to perform all their responsibilities¹.

As the challenges impacting treasury persist, one of the most effective avenues by which practitioners can gain ground is through the use of enhanced technology solutions; specifically, those that can automate or streamline heavily manual workflows. And for many treasury professionals, a large portion of the manual processes that exist center around payments.

TREASURY’S SITUATION

Q Corporates: What functions do you use or need in treasury? (Select all that apply)

**Not all answer choices shown*



While executing funds transfers remains a key responsibility for treasury, there are many other areas of operation that practitioners are entrusted with. While the exact composition of treasury’s responsibilities will shift depending on the company, the simple truth is that today’s treasurer must perform dozens of functions to keep their organization running smoothly. Given this reality, practitioners are increasingly looking to streamline or automate as many workflows as possible to free up time and allow themselves to focus on more strategic roles.

Figure 2



Payment Challenges for Treasury

When looking at the financial environment today, there is no single issue to blame for all of treasury's payment challenges. Instead, there are a variety of obstacles, from complex remittance advices to astronomical payment volumes, that must be navigated. First, consider that 45% of companies generate 10,000+ payments every month³. There is no single channel or format through which these payments are sent; they are executed worldwide using a variety of

methods, currencies, and accounts. These payment channels are further diversified in a globalized economy, and in 2018, a Strategic Treasurer survey found that 37% of firms operated in 11+ countries, 39% generated payments in 6+ currencies, and 34% used six or more banks. Additionally, over 54% maintained 100+ bank accounts, and 15% managed more than 1,000 accounts⁴. And this does not even consider the various messaging formats and connectivity channels that must

be accounted for, the back-office systems and manual processes that take time to maneuver, and the fact that 40% of companies operate with three or fewer treasury employees⁵. Combine these factors with the onslaught of fraud and compliance-related concerns that now are a reality in the payments arena, and it's easy to see how the payments complexity confronting treasury has become so pronounced over the past decade.

TREASURY COMPLEXITY: THE PAYMENTS LANDSCAPE

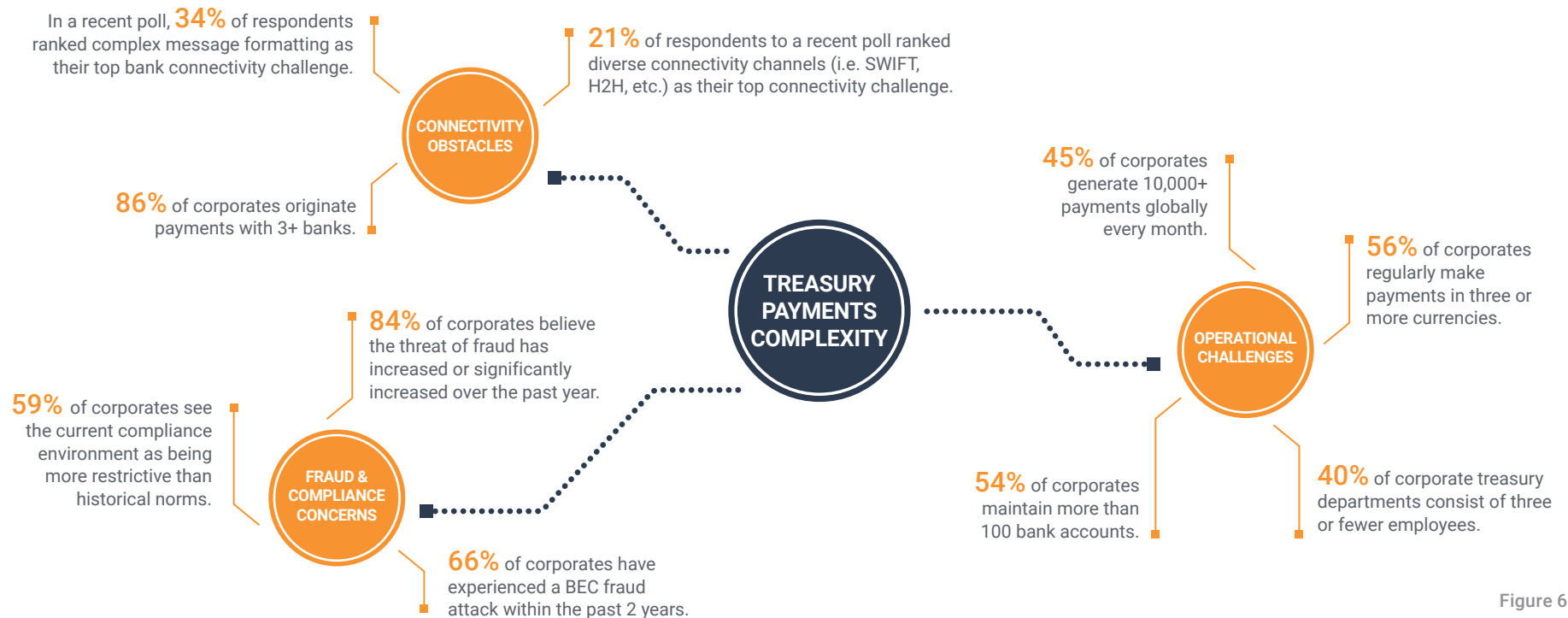


Figure 6



Treasury Turns to Technology

Given the complexity that exists within today's treasury environment, many practitioners are finding that they must upgrade their technology infrastructure to cope with new and developing changes. This is especially the case for organizations operating with only a few staff members and for whom manual processes are simply no longer an option. Although MS Excel still remains the only treasury tool for 34% of companies⁷, particularly smaller firms with limited budgets, such spreadsheet-based workflows are increasingly being replaced with more sophisticated solutions like Treasury Management Systems (TMSs), Enterprise Resource Planning software (ERPs), and Treasury Aggregators. As the capabilities of financial technology progress, there is a growing gap between what a treasurer is

capable of performing in Excel and what is possible through newer technology. Although most treasurers today continue using Excel for specific functions, many of the more repetitive or redundant processes have been automated. This automation has been particularly emphasized in the payments arena, as companies that send hundreds or thousands of payments every day do not have time to manually execute every transaction. In these cases, leveraging a TMS or Treasury Aggregator can provide massive efficiency gains and cost savings. Looking at survey data from 2017, of the 66% of treasurers that used a platform other than Excel for treasury, 83% leveraged a TMS, and 20% used a Treasury Aggregator⁸. While these numbers have continued to increase, the percentage of practitioners that leverage Excel has slightly decreased.

Looking at specific areas of treasury's technology investment, we have seen elevated focus and spend on payments and cash reporting tools, as well as in the areas of reconciliations, bank account management, and enterprise security. Over the past 3-5 years, treasury's investment and focus on financial technology has remained elevated and still shows no signs of slowing. Overall, our market research regularly indicates that between one-quarter and one-third of organizations annually are making significant investments in their financial technology infrastructure. And given the continued complexity we are witnessing in the payments landscape and the strong need expressed by practitioners to gain extra efficiency and control, we do not expect these tech-focused investments to wane anytime soon.

Q Do you have a treasury system besides Excel?

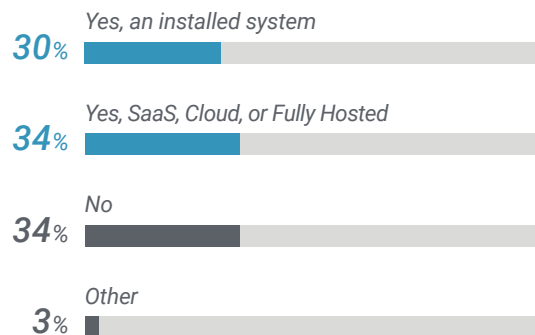


Figure 9

Q What treasury systems do you currently use? (Select all that apply)

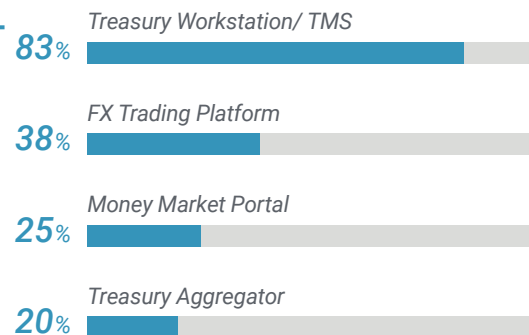


Figure 10

Q We intend to make significant IT investments next year in these areas: (Select all that apply)

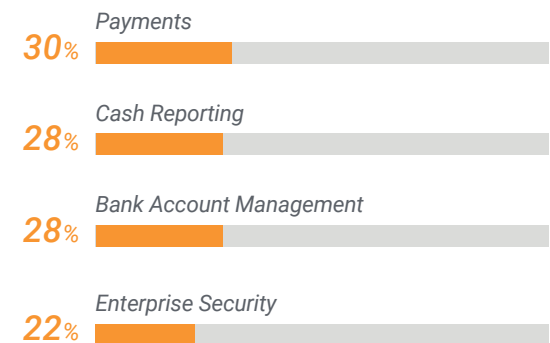


Figure 11



The FinTech Landscape

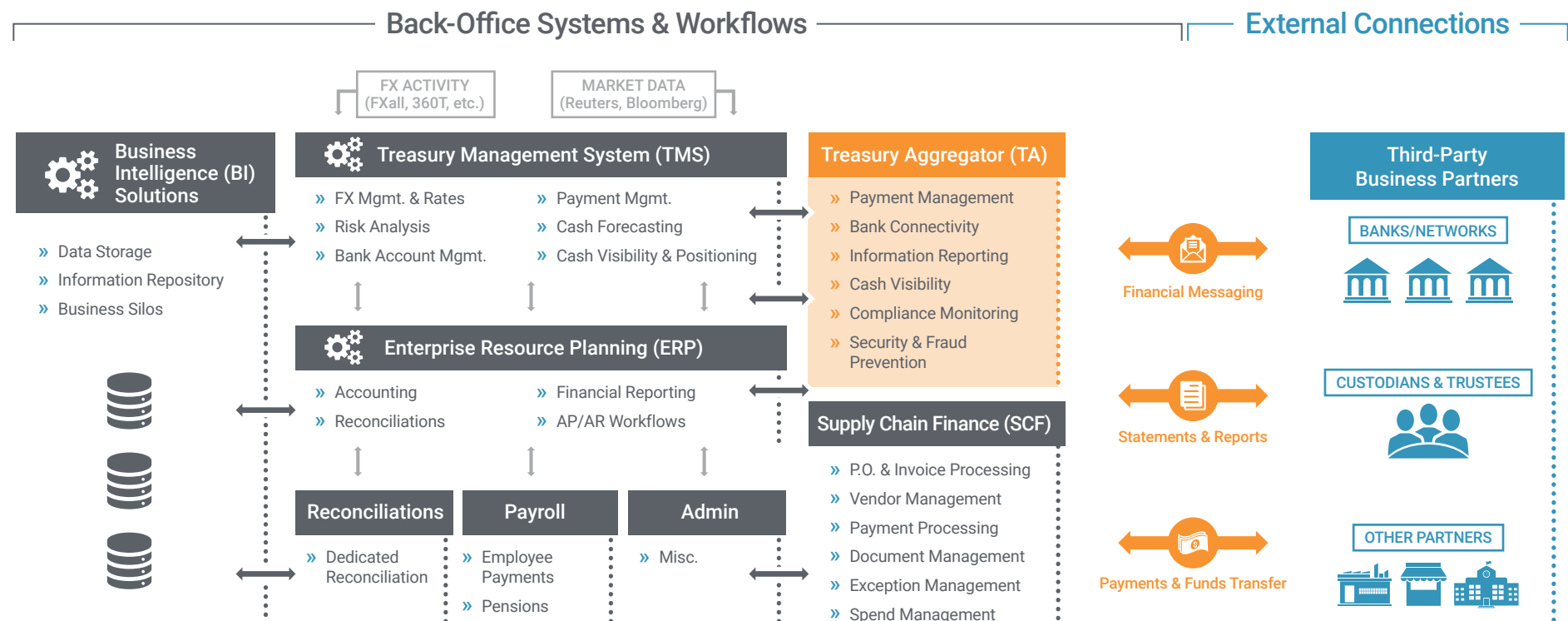
ENTERPRISE VIEW

Considering the broad range of responsibilities treasury is tasked with, it makes sense that there would be an equally vast range of technology solutions available to address their needs. With the introduction of SaaS-based technology and other cost-effective options, the fintech industry has blossomed into an environment with hundreds of vendors and thousands of available solutions. While many of these solutions are specialized

in areas such as compliance or reconciliations, there are other more comprehensive solutions that address the full scope of treasury's operations. Such technologies may be installed directly at the client site, hosted externally via a cloud (SaaS) platform, or even downloaded onto a mobile device. Depending on the level of functionality offered by each solution, their use may be limited to just a few employees or span numerous departments and hundreds of employees internally. While the specific technology environment of

any organization varies, the infographic below provides an overview of a potential configuration for a larger, complex corporation. The graphic depicts the various types of systems that could be used to drive efficiency and automation, and provides an overview of key functionalities addressed through each solution. Additionally, the position of the Treasury Aggregator is highlighted here for purposes of emphasizing its role in streamlining payments and reporting workflows.

SAMPLE TECHNOLOGY INFRASTRUCTURE



TREASURY TECHNOLOGY VIEW

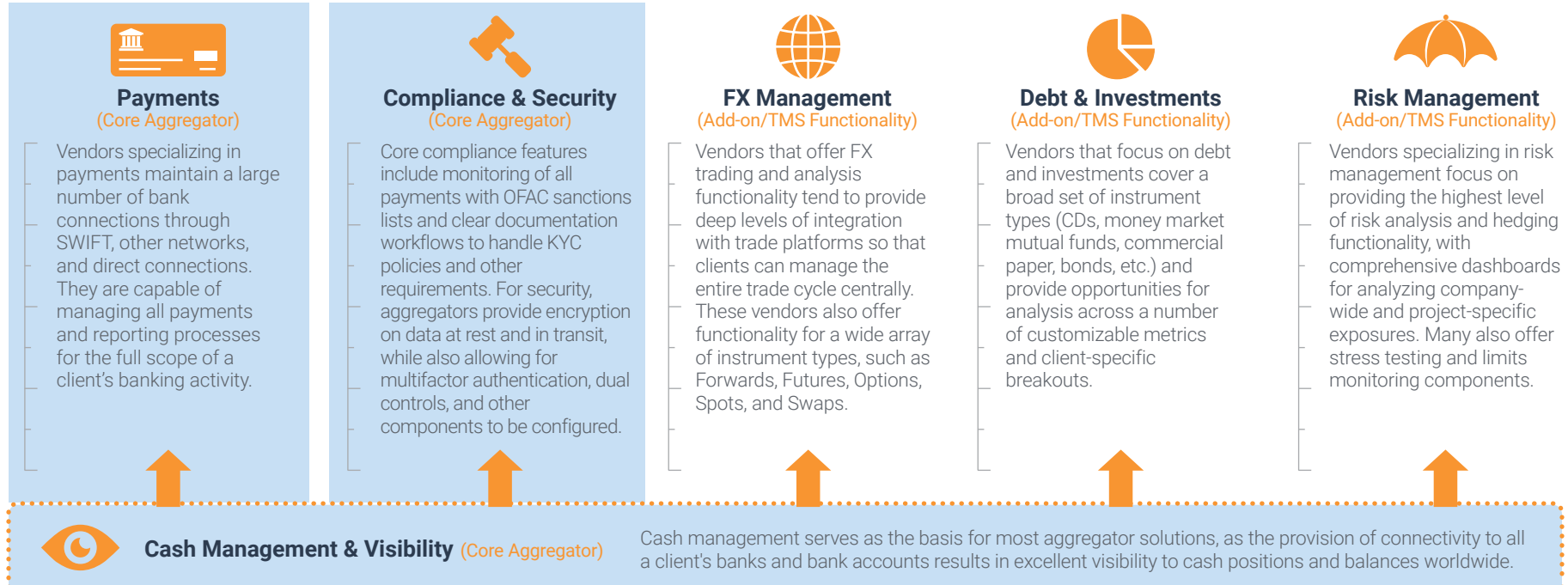
While the term may not be familiar to all treasury professionals, a Treasury Aggregator is basically a solution that specializes in B2B payments and cash management, but with a focus on bank connectivity in particular. More formally, Strategic Treasurer defines a Treasury Aggregator as having the ability to connect a client with any of their banks, SWIFT or non-SWIFT, through direct connectivity (H2H) or other networks, all through a central portal or platform. Aggregators can connect to virtually any of a client's banks regardless of location, size, or complexity. Through these services, clients receive centralized and

streamlined payments and reporting functionality, as well as cash management, compliance, security, and bank account management services. Although there are other functionalities such as FX, debt, and risk management that may also be included as part of an aggregator solution, such services are not considered standard offerings.

Today, there are some TMSs on the market that provide connectivity options similar to those of an aggregator, while also offering other treasury modules and functionalities. In recent years, the continued development of services offered through both aggregators and other treasury solutions, such as TMSs, has blurred the lines between what

differentiates these solution sets from one another. Although there are some TMS solutions that can provide top-notch connectivity services in addition to other treasury modules and functionalities, there are only a handful of vendors that do so. And while the number of companies that offer connectivity services continues to grow, it remains a relatively niche market. For this reason, the role of aggregators as connectivity specialists is essential for firms looking to rationalize their banking workflows. As it stands currently, the automation and efficiency offered by the leading aggregators can be vital for treasury in streamlining their payments and reporting workflows and simplifying their technology infrastructure.

TREASURY TECHNOLOGY FUNCTIONALITY SECTORS



When to Leverage an Aggregator



For some practitioners, it may be difficult to identify a situation where leveraging an aggregator would be useful. To address this, the following list offers several examples of when and how an aggregator could simplify treasury operations.

✓ YOU FREQUENTLY EXPERIENCE DIFFICULTIES WITH FINANCIAL MESSAGING FORMATS & CONNECTIVITY CHANNELS.

At this point in time, there is not a single, standardized set of financial messages. Instead, there are numerous standards in use for both payments and reporting functions. This introduces the potential for message format translation errors, compatibility issues, incomplete or inaccurate remittance information, and a lot of confusion regarding the status of payments and cash flows. However, most aggregators support the full scope of messaging formats in use today and can even reformat incoming/outgoing messages to ensure their compatibility with other systems and parties.

✓ YOU JUST ACQUIRED A SUBSIDIARY & ARE NOW JUGGLING MULTIPLE TREASURY AND PAYMENT PLATFORMS.

Managing payments is hard enough on its own, but when multiple back-office or internal platforms are thrown into the mix, a lack of integration and centralization coupled with overly manual and often repetitive processes can result in error-prone and segmented workflows. If these disparate system architectures exist within your organization, or a recent acquisition or merger has left you with decentralized operations, an aggregator can help consolidate payments and reporting activity centrally to give treasury more control and oversight to group-wide cash flows.

✓ YOU HAVE BEEN GROWING QUICKLY & NOW OPERATE IN DIVERSE REGIONS ACROSS THE GLOBE.

While a company expanding from the U.S. into Canada may not pose much of an issue, expanding into Europe, South America, Asia, or Africa results in a much greater set of risks and challenges that must be handled. There are regulatory and cultural differences to consider. Bank customs often vary by region, the technology available in certain regions may be limited, foreign currency may have to be used extensively, and security exposures may result in larger threats from fraud. If treasurers find themselves in a position where any or all of these obstacles are weighing them down, relying on an aggregator could help a corporate maintain a centralized payments and reporting structure without having to forego any expansion opportunities.

✓ SECURITY &/OR COMPLIANCE CONCERNS RELATED TO PAYMENTS CAUSES HEADACHES.

In today's world, fraud is regularly ranked as one of the largest risks that practitioners face in their day-to-day activities. Given the sheer frequency of attacks and the cunning methods through which criminals have been able to perpetrate fraud, the need for enhanced security tools and workflows is near the top of most companies' payment priorities. At the same time, an ever-growing list of compliance and documentation requirements for both banks and corporates can cause significant delays and headache as payments are executed. For organizations that experience the need for enhanced security tools and compliance features around their payments activity, an aggregator can help.

Top Advantages of Aggregators

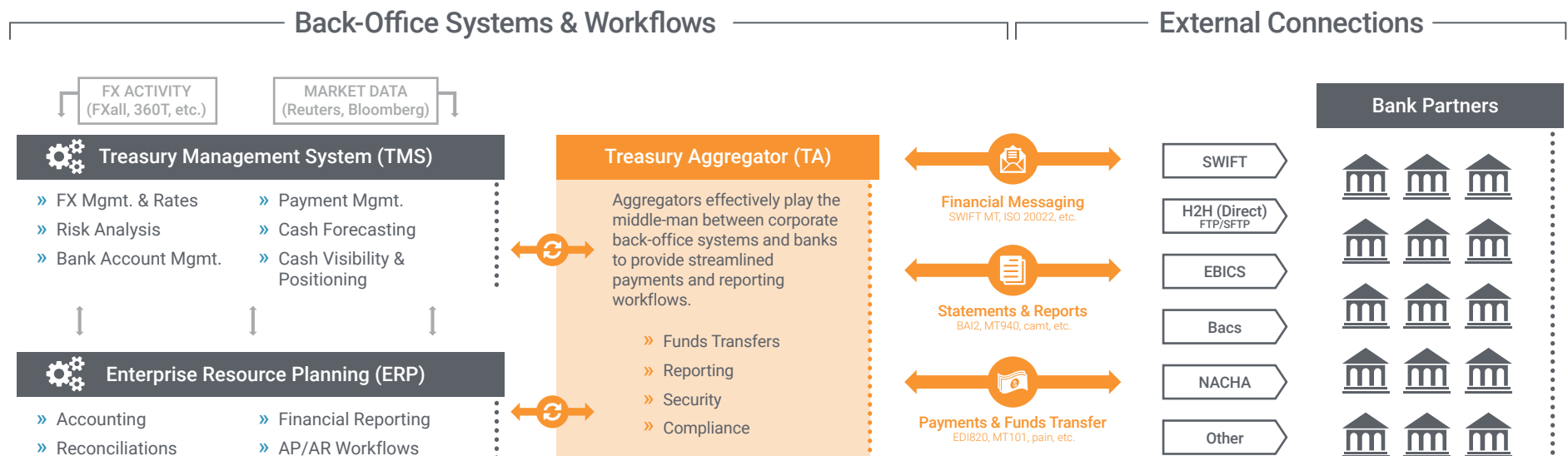
STP & SYSTEM INTEGRATION

When thinking of implementing another technology solution, the image that comes to mind may be one of increasing complexity and cost. However, this is not always the case. Treasury aggregation technology was created with the goal of streamlining payments and reporting activity so that less manual intervention is required, and so a client's systems can interact seamlessly with one another and with the systems of their banks. Aggregators do this by maintaining connectivity to a variety of bank networks and channels, be it through SWIFT, H2H (SFTP or FTP), or another method. Aggregators are also equipped to

maximize the level of integration with back-office ERP and TMS systems, and many aggregator vendors have partnered with TMS and ERP providers to ensure the highest level of compatibility between the solutions. In this way, aggregators can effectively play the middle-man in managing payments and reporting workflows between internal and external parties. For payments, aggregators can allow for funds transfers to be generated directly through their portal, or for the pass-through of payments generated in an ERP or TMS directly to the bank. Once a payment has been executed, aggregators then optimize the flow of bank statements and reports so that treasury can receive updates on their cash positions virtually in

real-time. Again, these statements can be viewed directly through the aggregator's portal, or passed along to be available within a TMS or ERP. In either case, information can flow freely from banks through the aggregator and then to the necessary back-office system without users having to use multiple bank portals or manually extract data from bank files. And while it may take time during an implementation to build out the necessary workflows and channels to ensure this level of integration and efficiency, the ultimate result is a much greater level of visibility and control over cash flows for treasury, accounting, and executives.

SAMPLE TECHNOLOGY INFRASTRUCTURE



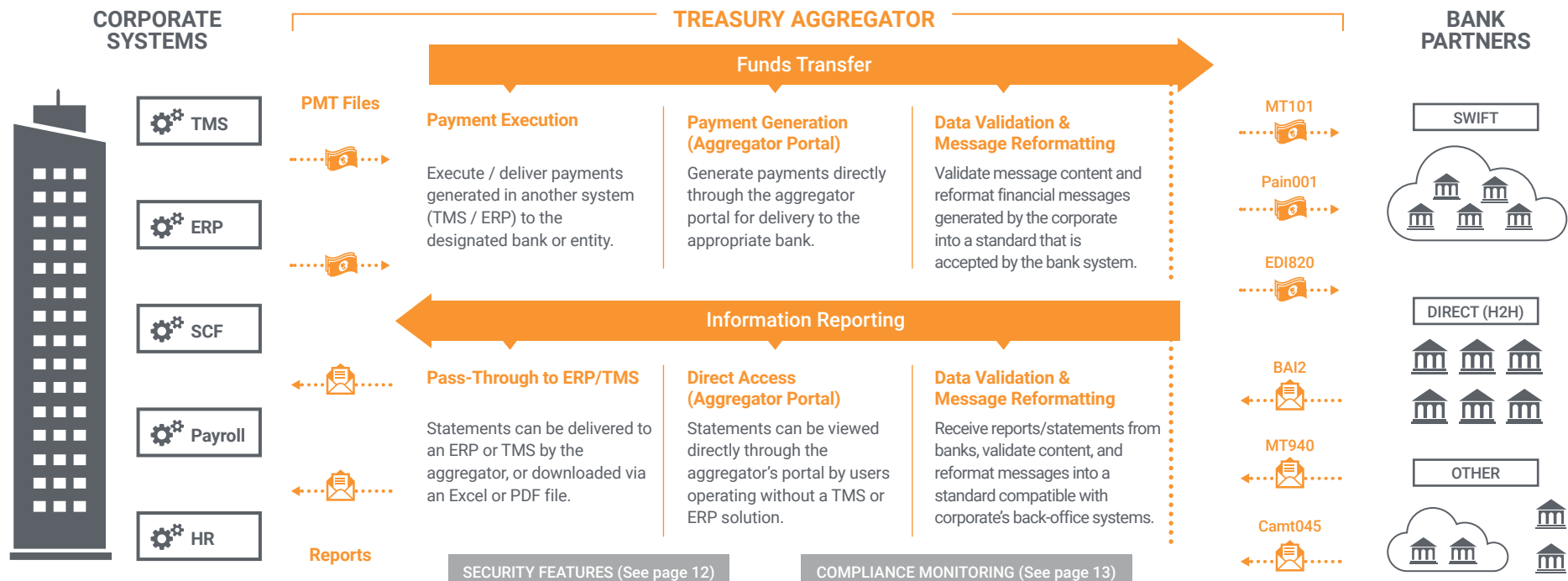
STREAMLINED PAYMENTS & REPORTING

Once all a corporate's banks have been onboarded to an aggregator, the system can be relied upon to execute the full scope of electronic funds transfer (EFT) activity generated by the various departments of an organization. This includes both high value, low volume payments typically conducted by treasury as well as low value, high volume payments generated by other departments like AP. Authorized users can generate payments directly through the aggregator's portal at any time, which allows for custom payment workflows to be developed by individuals for initiation and approval. Additionally, if clients would prefer to initiate payments from an ERP or TMS, the aggregator can be configured to

receive payments generated from these systems and deliver them through the appropriate bank channel. In order to manage the entirety of a corporate's payment activity, aggregators must maintain compatibility with a broad range of financial messaging formats including EDI/BAI, SWIFT MT, and ISO 20022. Aggregators must also maintain a library of proprietary standards commonly used by individual banks for direct (H2H) connections. Maintaining compatibility with each messaging standard is pivotal for aggregators, as it reduces the likelihood of clients experiencing issues with an unsupported format.

Once a payment has been executed, treasury aggregators can direct bank statements back to the corresponding corporate system and end user, regardless of whether that information is received

as a BAI, MT940, or camt file. This process works similarly to the way payments are sent and received. The treasury aggregator is able to receive information from bank systems, validate the contents, and then reformat the message into a standard or template that is compatible with the corporate's internal systems. For clients who request it, aggregators can export bank statements into Excel or PDF formats to make for easier reporting and analysis. Reports and statements can also be directly transmitted to a TMS or ERP. If the corporate isn't using a TMS or ERP system, they can login to the aggregator's portal and use the platform as they would a TMS. Many aggregators offer a TMS-style user interface that provides custom dashboards and other cash management features for this purpose.

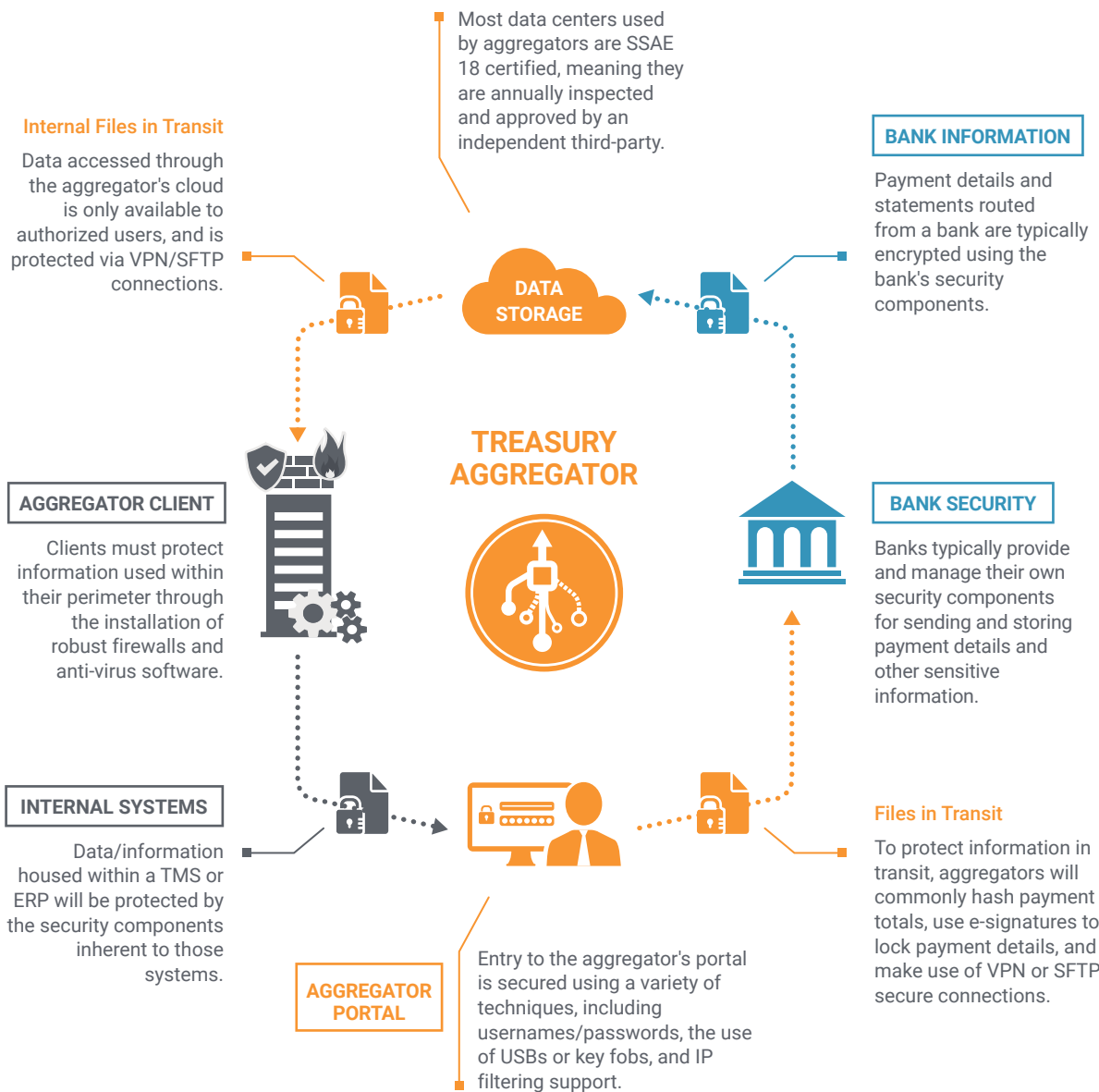


HOLISTIC SECURITY COVERAGE

One of the most crucial services a treasury aggregator provides is in the area of security. This includes protecting information in transit to or from a bank, as well as information at rest or stored internally on the aggregator's network or server. First, aggregators must secure access to the portal itself. In order to accomplish this, many vendors utilize IP filtering support that restricts access to the server from unauthorized IP addresses so that only those addresses registered to the client can gain entry. Additionally, the use of a token, such as a key fob or USB drive, is often required for users signing into the system so that, in the case that passwords and usernames are stolen, criminals would still need a physical token in order to gain access. Regarding the security of data at rest within these systems, the leading standard for security within U.S. data centers is SSAE 18.

In addition to securing access to their network, aggregators must also protect information exchanged with banks and other external parties. In these cases, most aggregators will hash totals on payment information, which is a method of identifying any anomalous changes to values or account numbers that occur while messages are en route to banks. Aggregators also typically require e-signatures on payments from authorized users and will "lock" a file after it has been signed to prevent further tampering. System settings can also be formatted so that payments over a certain amount require two signatures before being processed. As information flows to other internal systems, aggregators typically use an SSH File Transfer Protocol (SFTP) connection that is funneled through a virtual private network (VPN).

AGGREGATOR SECURITY COMPONENTS



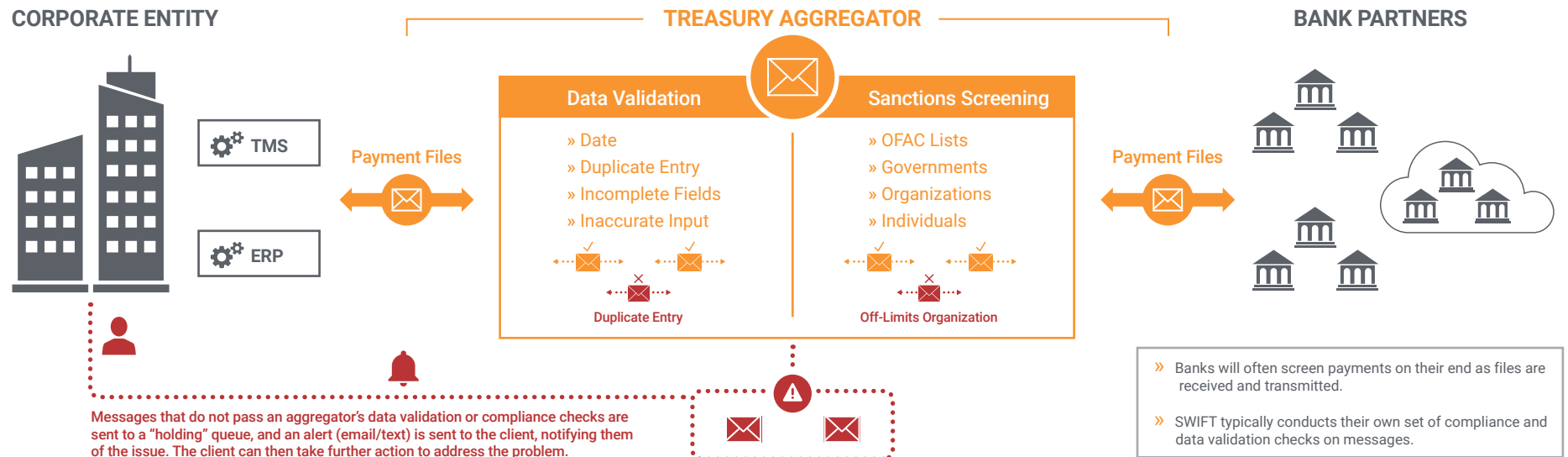
ENHANCED COMPLIANCE MGMT.

For organizations operating globally, there is an increasingly complicated set of compliance considerations surrounding payments activity. While banks continue to be burdened with the majority of these requirements, the increasing oversight of payments activity by governing bodies like FinCEN and OFAC has resulted in additional compliance considerations for corporates as well. This includes an ever-increasing list of “sanctioned” parties that organizations are prohibited from doing business with, as well as obstacles stemming from lengthy and confusing bank KYC requests and documentation. Where sanctions are concerned, there is now a heightened responsibility placed on corporates for screening their payment activity against sanctions lists to ensure that business is not conducted with known terrorist or criminal groups. These lists cover thousands of individual names, aliases, and

businesses, and are in a constant state of change as sanctions programs evolve. The penalties for violating a sanctions arrangement are quite severe if a corporate is found to be negligent, with fines against a single company having ranged up to \$100 million in the past year. Understandably, for organizations with hundreds of bank accounts and thousands of payments being generated every day, ensuring the compliance of each transaction can be difficult and time consuming. To address this challenge, many aggregators will screen all payment activity conducted through their system on behalf of their clients. They will also conduct standard “data validation” checks on messages to verify that certain details such as names, field entries, amounts, and dates are correct. The standard protocol for a message that does not pass these checks would be to halt its progress in the payments cycle and send it to a resolutions queue. The aggregator would then alert the client that a message has been flagged and provide details as

to why the message was halted, at which point the client could follow up and address the issue. While these checks may not seem important to some corporates, a recent survey found that almost 10% of companies had either sent or received funds to/from a sanctioned party in the past year¹². Considering the hefty penalties that can be levied, the addition of these compliance services can go a long way in protecting organizations from legal or compliance-related risks.

Beyond sanctions screening, aggregators may offer additional compliance modules or features, such as bank account management or bank fee analysis. These components typically allow users to add or remove account signers, manage bank documents and information, and analyze fees and costs across various bank relationships. However, these features are ancillary and are not considered a “core” element of aggregator services; as such, their availability will vary depending on the vendor.

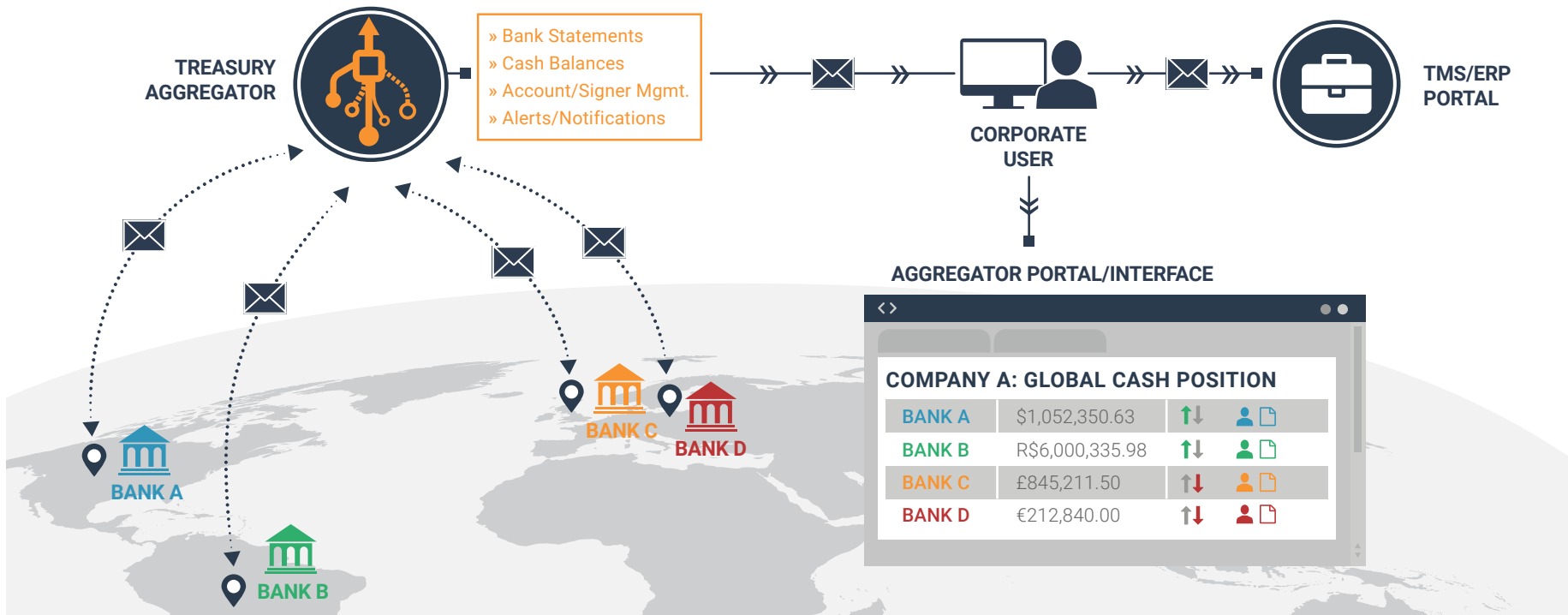


GREATER VISIBILITY TO CASH POSITIONS

In most treasury organizations, cash management is a primary responsibility that requires constant oversight. But for organizations that maintain numerous bank relationships, operate with hundreds of bank accounts, and generate thousands of payments every day, this process can become quite complex. Furthermore, for companies operating without any sophisticated treasury solution, the process of maintaining visibility to cash may require manually logging into bank portals to view transaction activity and, in many cases, exporting this information into Excel

or another solution for further analysis and upkeep. Finally, for firms with multiple subsidiaries, receiving regional payment activity from these branches without a sophisticated connectivity solution is often delayed, and information arrives via a diverse array of formats, which makes it practically impossible to achieve consistent and timely visibility to all cash positions. Due to these factors, achieving real-time or even same-day visibility to cash remains out of reach for many organizations. However, there are ways to optimize these processes. As a treasury aggregator centralizes an organization's payments activity, a primary benefit for treasury is increased visibility and control over cash. This advantage is afforded to

corporates by aggregators through the connectivity maintained to all the bank accounts in use by the client. As payments and subsequent reports and statements pass through the aggregator, changes to cash positions are immediately registered in the aggregator's system. This information can then quickly pass into a client's TMS or ERP for purposes of updating other modules and ledgers. This makes treasury's task of maintaining visibility to cash positions much easier compared to other methods. For companies not using a TMS or other treasury solution, an aggregator can also provide views of cash positions directly within their portal and can allow for reports to be generated via Excel or PDF as necessary.



Navigating Your Implementation



DEPARTMENTAL ALIGNMENT

It can be incredibly difficult to secure funding and support for technology implementations. When operating with a limited budget, treasury often finds that they must compete with other departments and, as such, must develop a strong and effective business case to win over executives and other stakeholders. In these competitive environments, treasury's technology requirements may take a back seat to other projects, especially in cases where the implementation of yet another "treasury" solution is seen as an unnecessary expense. However, the implementation of an aggregator provides benefits not only to treasury, but also to accounting, IT, and financial executives.

When it comes to financial technology, the needs and requirements for each financial area will vary. However, in order for each department to obtain the information they need, each group's back-office workflows must be closely intertwined. For instance, accounting will need access to transaction information and data regarding the organization's various cash flows for purposes of updating ledgers and preparing financial reports. Given treasury's position over payments activity, a large portion of this information will come directly from treasury. But this information does not just appear to treasury all on its own. Rather, treasurers regularly spend large portions of their day gathering this data. They must often manually pull statements from bank portals and other external sources in order to provide accounting and management with the information they need to operate.

Given the extent to which treasury is relied upon to provide financial information to other internal stakeholders, the simple truth is that enhancing the methods by which treasury can receive cash positions and market data will ultimately enable accounting and other departments to more easily obtain the data they need. And if a TMS or Treasury Aggregator is the best way to accomplish this, then the implementation of such a solution will ultimately benefit each group that relies on treasury for information. To emphasize this point internally, treasury should be prepared to communicate extensively with accounting, IT, and executives regarding their needs and how such needs can be better addressed through enhanced technology.

WINNING SUPPORT FOR TREASURY TECHNOLOGY INITIATIVES

 <p>Include Other Stakeholders</p>	 <p>Work to Overcome Shared Obstacles</p>	 <p>Demonstrate Clear Value-Add</p>	 <p>Don't Overpromise & Underdeliver</p>
<p>To help garner support for your project from executives and stakeholders, be proactive in engaging with other departments to identify ways in which the new project/solution will meet the requirements of accounting, IT, executives, etc., rather than only focusing on treasury operations.</p>	<p>As other departments demonstrate the inefficiencies that they experience, treasury needs to document these challenges and work to identify ways through which their project will address the issues.</p>	<p>Once the needs of other departments are understood, be proactive in demonstrating how the new solution will address these needs, such as providing enriched data for financial reports, streamlining workflows for updating ledgers and reconciling accounts, etc.</p>	<p>While it may be enticing for treasury to offer a "best-case" scenario to stakeholders in an attempt to increase support, these efforts can backfire if the project experiences significant setbacks or runs over budget.</p>



STANDARD PROCESS WORKFLOWS

Given the broad set of challenges that can manifest themselves within a technology implementation, great care must be taken during the planning and development stages to ensure that treasury is prepared to handle unexpected setbacks. One helpful tactic in this area is to provide banded timeframes for completing certain steps and avoiding hard deadlines so that if a certain step does take longer than anticipated, the original roadmap can still be adhered to, and all subsequent steps can still be completed

as planned. Additionally, treasury should also work to identify any tasks or processes that will take considerable time to complete and intentionally stagger their placement within the roadmap so that all the complicated steps are not being undertaken at the same time.

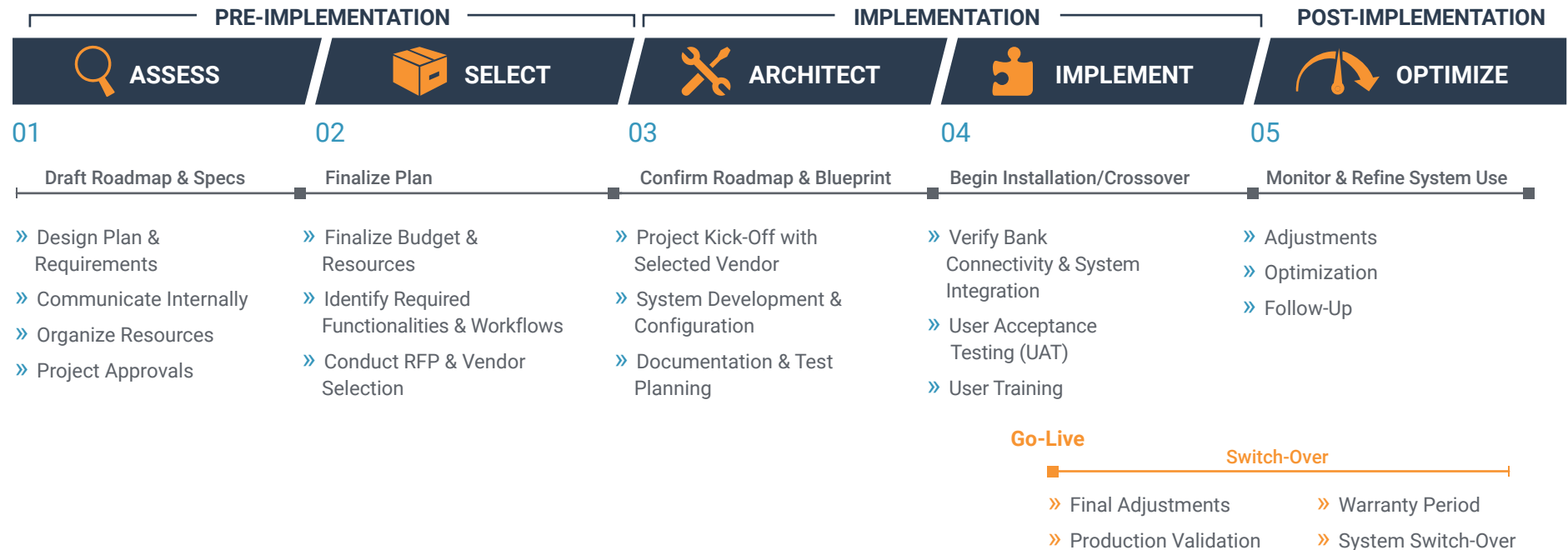
A standard technology implementation can typically be segregated into a set of distinct phases. Strategic Treasurer defines the process using a five-step methodology, with each step further subdivided into a unique set of procedures and tasks.

The steps contained in this approach include:

- » Assess
- » Select
- » Architect
- » Implement
- » Optimize

This approach begins with project planning and includes a post-implementation “assessment and monitoring” phase that involves ongoing checks and inspections of the technology to ensure all components continue to function at optimal levels. The graphic below provides a more detailed overview of these steps and the individual sets of procedures that comprise them.

TREASURY TECHNOLOGY IMPLEMENTATION: PROJECT STAGES



WHERE ARE THE PAIN POINTS?

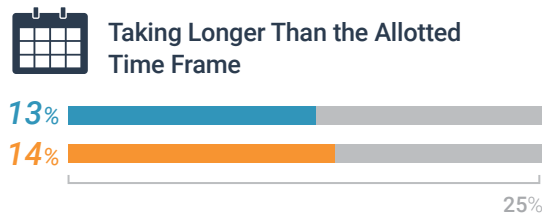
Over the full course of a technology implementation, there are a variety of areas where delays can quickly spring up. From training employees, to onboarding banks, testing the solution, and staying within budget, the ability for treasury and for the organization at large to stay on track without adding costs depends on careful planning and strategic oversight.

In a recent survey of treasury professionals, we asked respondents who had undergone a TMS implementation to indicate what they expected the largest challenge to be, compared to what ultimately became the largest challenge in reality. While it was TMS and not Treasury Aggregation technology under consideration, this data still provides a unique look into the diverse

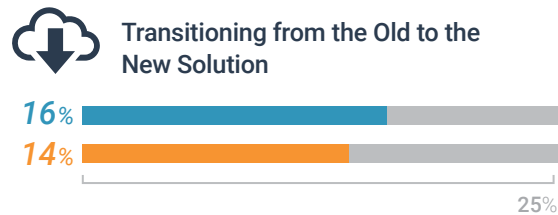
set of issues that practitioners will have to address during a technology implementation. The reality is that issues can quickly arise out of numerous areas, and as such, treasury must be prepared to handle a diverse array of obstacles. The graphic below provides an overview of the aforementioned data regarding treasury's TMS implementation experiences.

Q Corporates: What was the biggest challenge associated with your implementation? *(expectation vs reality)*

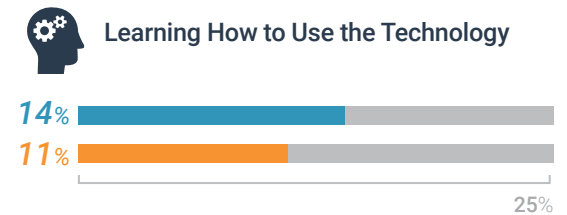
■ Expectation
■ Reality



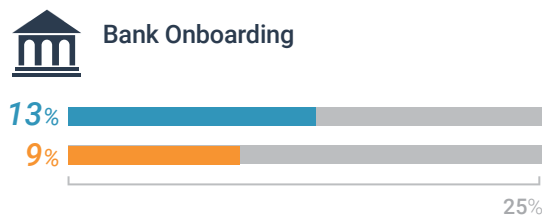
» Just over 1 in 10 practitioners expected this to be their largest challenge, and the reality was consistent with expectations.



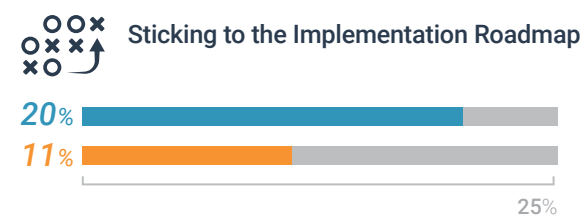
» In circumstances where legacy or siloed technology is used extensively, the task of moving data and restructuring workflows can be a significant hurdle.



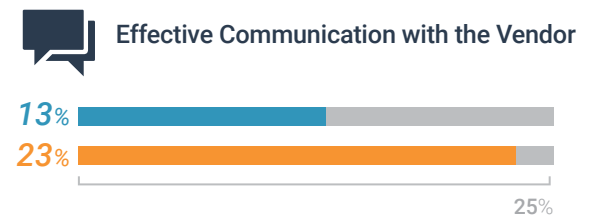
» Learning how to use new technology can be a significant burden for treasurers already juggling multiple responsibilities. This was the largest challenge for just over 10% of respondents.



» Due to lengthy and often delayed documentation and testing phases, bank onboarding can be one of the more frustrating steps of an implementation.



» While delays to the overall project timeframe might occur, the challenge of sticking to the overall project roadmap was not nearly as large of an obstacle in reality as practitioners expected.



» Interestingly, communicating effectively with the technology vendor was the largest challenge for nearly 1 in 4 firms, almost 2 times more than what was anticipated ahead of time.

Figure 13



SETTING UNREALISTIC TIMELINES

While treasury may feel pressure to aim for a speedy, cost-effective implementation, they must be careful not to overpromise and underdeliver. While it is common for practitioners to set ambitious deadlines and do everything in their power to expedite the time to “go-live,” the reality is that many implementations take much longer than anticipated. And although this does not automatically make the project a failure, such delays can impede treasury’s ability to focus or

complete other tasks, drive up implementation costs, and negatively impact their relationship with other departments and with executives as the project drags on. For this reason, treasury should always strive to be realistic and conservative with the deadlines they set and avoid promoting a timetable internally that resembles a best-case or heavily ambitious scenario. The truth is, these schedules are rarely adhered to.

The extent to which technology implementations can take longer than expected was highlighted in a recent Strategic Treasurer survey. As part of this

survey, we asked practitioners that had undergone a TMS implementation to indicate how long they expected the project to take versus how long it took in reality. Although it was TMS and not aggregator technology that respondents were polled over, the results clearly demonstrate the degree to which the timelines for these projects are misestimated. Given this data, there is no denying that many technology implementations take much longer to complete than most practitioners expect.

Q Corporates: How long did the implementation process take? *(expectation vs reality)*

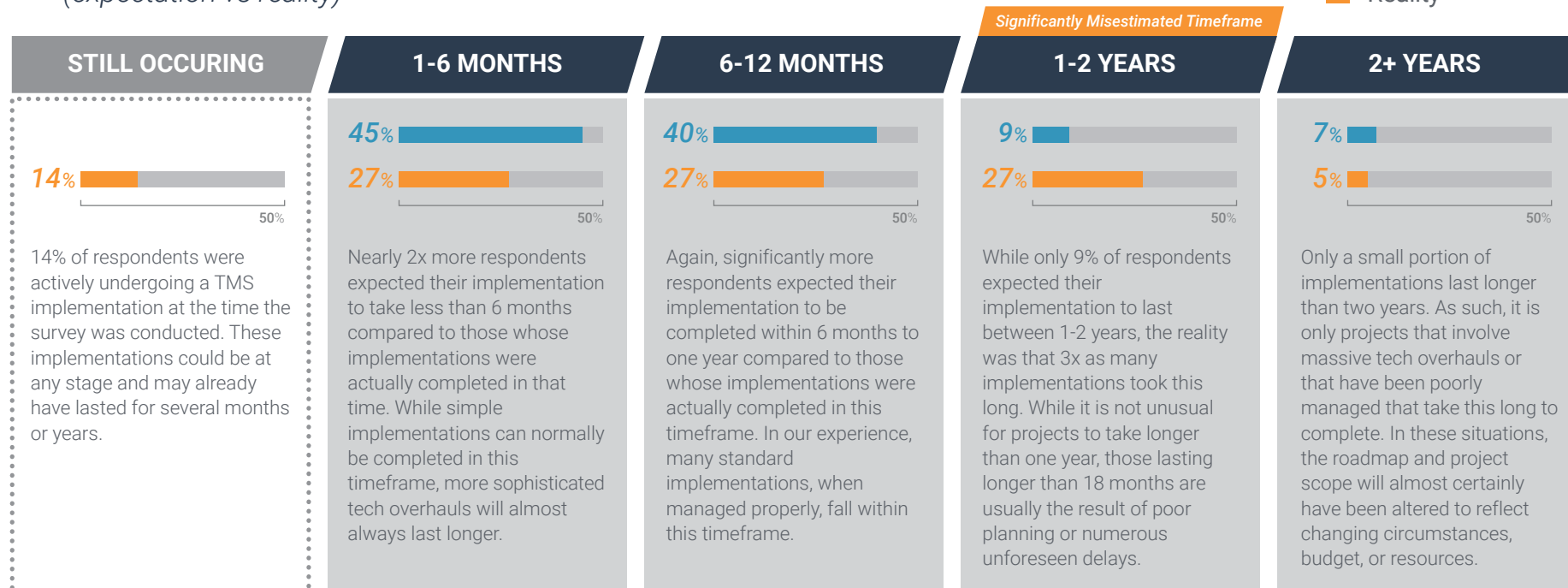


Figure 14



MAXIMIZING ROI: SERVICE OPTIONS

As treasury prepares to take on a technology implementation, one of the first decisions to make involves selecting the personnel to manage the project. For organizations with available IT/treasury staff that have experience with implementations and available time to dedicate to the project, managing the majority of work in-house may be the most effective strategy. However, not every organization has the bandwidth to manage a full implementation. Instead, many treasury and IT departments are understaffed and struggle to manage their day-to-day list of responsibilities before an implementation is even considered. In these circumstances, it may make more sense to rely on either the technology vendor's project support staff or use the services of a consulting group.

When evaluating the project management services of a technology vendor, there are several matters to consider. For instance, some technology vendors maintain a large group of in-house technical consultants and support staff to assist clients with implementations, while other vendors may be limited in the resources they can dedicate to a particular project. Furthermore, some vendors may be undergoing dozens of implementations at once, and their support staff may have to juggle your project with numerous others. This can affect the level and frequency of communication that treasury maintains with the vendor, and can cause delays when trying to resolve issues. For this reason, it is important for firms to evaluate the size and availability of their chosen vendor's support teams early on in the process. And if treasury feels that additional assistance may be required beyond the resources available from the vendor, it could be advantageous to utilize a third-party consulting group to manage the project.

Although hiring a third-party group to assist with the implementation will add an additional expense to the project, the consulting groups that specialize in treasury technology will have already managed dozens or hundreds of implementations in the past and are acutely aware of the various challenges that can arise, as well as the most effective methods for dealing with them. The leading consultants will also be familiar with a wide array of financial solutions and can assist with developing RFPs, managing project documentation, training staff, testing specific workflows, and optimizing use of the solution over time. While affording these services may be difficult for organizations with already tight budgets, they can go a long way in ensuring the project is completed smoothly and efficiently.

TECH IMPLEMENTATION SERVICE OPTIONS

 Manage Internally	 Rely on Vendor Support Staff	 Outsource to a Consulting Group
<ul style="list-style-type: none"> ✓ Cost-effective option, as it minimizes fees associated with hiring outside project managers. ✓ Allows treasury and IT staff to familiarize themselves with solution early on. ✗ Many organizations lack the experience or bandwidth to manage an entire implementation on their own. 	<ul style="list-style-type: none"> ✓ Many vendors maintain a group of project support staff and technical support staff to assist with implementations. These services may come at little-to-no extra cost for the client. ✗ Other vendors do not have adequate support staff, and some may be juggling dozens of implementations at once. ✗ Effective communication with vendors was ranked as the top challenge to implementations by those who had undergone one in the past. 	<ul style="list-style-type: none"> ✓ These groups have typically already helped dozens or hundreds of clients undergo similar implementations. ✓ Can provide dedicated level of attention to tasks that client is unfamiliar with or does not have time to perform. ✗ Additional costs associated with hiring third party may be out of the realm of possibility for organizations with tight budgets.

**Disclaimer: Please note that Strategic Treasurer provides treasury technology consulting services to organizations, and as such, is not a neutral party with regards to this specific topic.*



Where Is Connectivity Headed?

FASTER PAYMENTS VS. ENRICHED INFORMATION

When it comes to payments, the pace of development we have witnessed over the past several years has been dramatic. This is especially true with regards to speed. Today, standard ACH rails can deliver domestic payments with next-day settlement. Furthermore, the use of same-day ACH or RTP in the United States can see funds settle in hours or even minutes of execution. The same is true with Bacs in the UK and via a number of other domestic clearinghouses worldwide. RTGS systems and wires, while often more expensive, can also provide real-time settlement of funds for both domestic and cross-border payments.

But despite rapid improvements in the realm of speed, there has been less headway regarding the enrichment of financial messaging formats and remittances. Currently, many of the message fields and remittance options available via standard payment channels are limited, with only a handful of characters allowed for each message. While the introduction of XML-based messaging and ISO 20022 formats have helped, these standards have not been adopted everywhere, and many businesses continue to operate without their use. Even in cases where ISO 20022 is used, there are local variations that can cause processing errors if systems are not configured properly. And because many of the payments that treasury executes involve multiple invoices or require

detailed instructions, these limited remittance fields can cause confusion for the recipient and result in timely processing delays or errors. For this reason, more treasury practitioners today believe that further development of payment remittances is more important for their inbound payments than speed of settlement. Moving forward, the inefficiencies created due to insufficient payment information are in scope to be addressed by technology vendors and payment networks alike, potentially through the use of enhanced APIs, continued standardization of messaging formats like ISO 20022, and further development of blockchain and distributed ledger technology (DLT).

Q Corporates: Which is more important for your inbound payments?

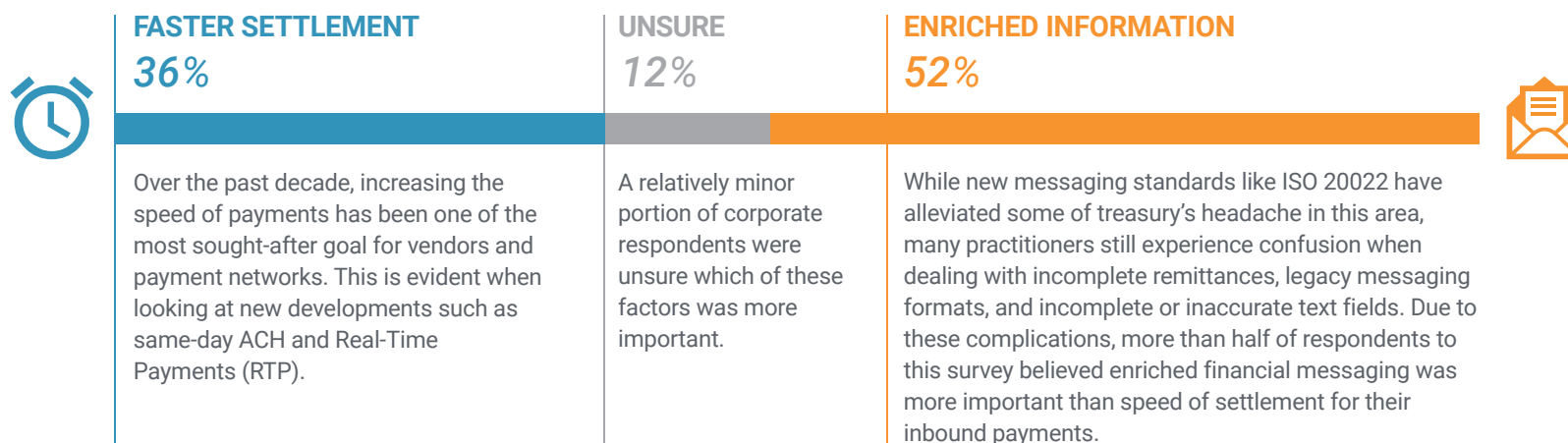


Figure 15



APIs VS. BLOCKCHAIN

Within the past 5-6 years, we have seen blockchain erupt in popularity, particularly due to the prominence of cryptocurrencies like bitcoin and the development of payment networks such as Ripple. As blockchain increasingly penetrates the financial landscape, numerous use cases have been developed that aim to provide organizations with greater efficiency, control, and transparency across areas like reconciliations and transaction management. But when it comes to the current impact of blockchain on payment operations,

there are other “emerging” technologies such as Application Programming Interface (APIs) that are seeing greater traction. In fact, over four times as many corporates and six times as many banks see APIs as being more important than blockchain for their outbound payment operations. While a significant portion (52%) of corporate respondents were unsure of which technology was more important, 39% selected APIs, while only 9% chose blockchain. On the banking side, 66% chose APIs and 11% selected blockchain. While this preference for APIs over blockchain could have several causes, perhaps the most notable development

involves the introduction of the Revised Payment Services Directive (PSD2) in Europe and the creation of an “open banking” environment. As a result of PSD2, which is a directive aimed at making bank information more accessible by fintechs and other third parties, APIs are set to play a massive role in streamlining integration between bank systems and those of other entities. As the APIs in use across the financial technology environment are standardized and enhanced, the result is a greater level of automation and integration between financial systems.

Q Corporates: Which is more important for your outbound payments?

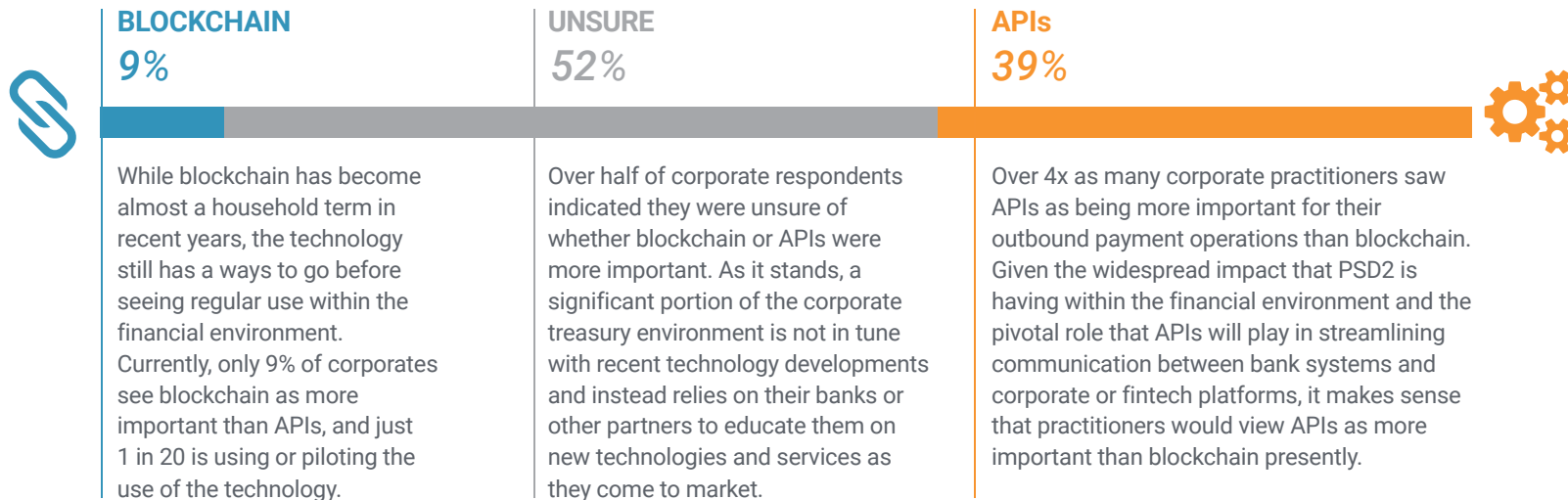


Figure 16

MOBILE PAYMENTS

For consumers, mobile banking applications are soaring in use as “smartphone” technology has given rise to a whole new era of commerce. This level of traction has quickly led banks and fintechs to develop mobile applications for the commercial sector as well, with levels of functionality that can mirror what is available through a TMS or bank portal. As these solutions are brought to market, providers are clearly anticipating strong growth in the industry. In fact, when banks were asked how important they believed commercial mobile banking applications would be for their corporate clients over the next 2-3 years, 76% of respondents believed such apps would be

important or extremely important, and not a single bank respondent saw them as unimportant. Given these percentages, banks are clearly projecting high levels of development and growth in the commercial mobile banking sector. However, ask a corporate how important such applications will be for their operations, and the response is quite different. In total, just 24% of corporate respondents saw mobile applications as important, while the majority (57%) were neutral. Although many corporates have shown an interest for receiving payments-related alerts and notifications via a mobile device, they remain skeptical of using such devices to execute payments. In analyzing recent industry data, it appears that concerns related to fraud are a primary cause of this skepticism.

When it comes to mobile devices, corporates have consistently shown that security is a major concern, and many are reluctant to introduce additional fraud exposures to their payment and banking operations. The good news here is that 32% of corporates indicated their comfort level with mobile payments has increased over the past year, compared to just 3% whose comfort level had decreased. While there is still work to be done before the broader corporate environment begins to utilize mobile banking apps, continued development in this sector, particularly with regards to security, should see adoption gradually occur over the next decade.

Q Corporates: In the next three years, how important will commercial mobile banking applications be for your position?

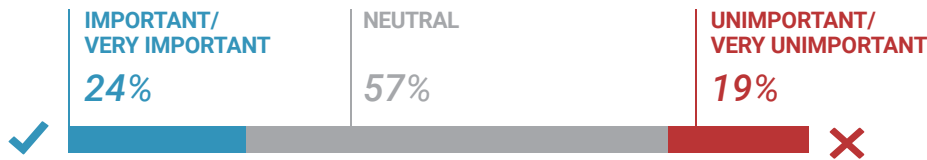


Figure 17

Q Corporates: Please indicate your comfort level with mobile payments for B2B transactions.

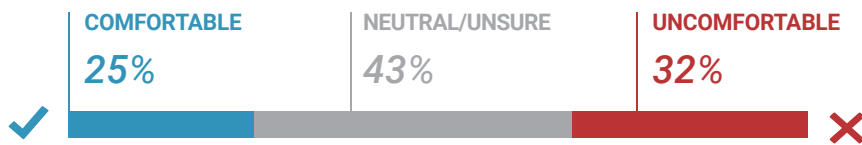


Figure 18

Q What mobile functionality would you foresee using when it comes to your business payments?
(Select all that apply)

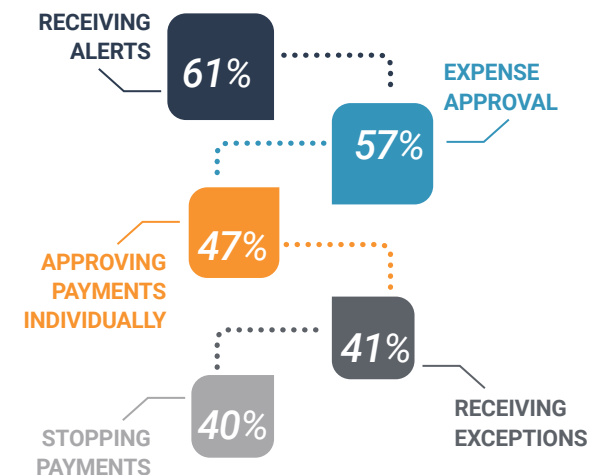


Figure 19



? Questions to Ask a Vendor

? WHAT CONNECTIVITY OPTIONS ARE CURRENTLY AVAILABLE TO US?

While the primary services offered by aggregators center around bank connectivity, different vendors maintain different sets of bank connections. Although most aggregators have a large, pre-existing bank network already active on their platform and also provide complete SWIFT coverage, any direct (H2H) connections that the vendor does not have established may require additional time and cost during an implementation. If multiple new banks must be connected to the implementation timeframe can quickly become extended. Thus, finding a vendor with existing connections that cover as many of your bank partners as possible can go a long way in streamlining the process.

? WILL YOU PROVIDE A DEDICATED PROJECT MANAGER FOR OUR IMPLEMENTATION?

For practitioners who have undergone a TMS implementation, the challenge of effectively communicating with the vendor throughout the process was the most underestimated area of difficulty. In fact, nearly twice as many respondents labeled this as the biggest challenge in reality compared to their expectations heading into the project. In order to avoid making this same mistake, corporates should look for vendors that are able to provide a dedicated project manager or managers during the implementation process.

? CAN YOU HANDLE DATA TRANSFORMATION & MESSAGE FORMAT CONVERSION?

Today, there are a variety of financial messaging formats in play, both by different banks and in different regions of the world. Often, as payments are generated and exchanged, corporates find that maintaining compatibility with each unique format and accounting for local variations is easier said than done. While an aggregator can provide efficiencies here, some vendors still may run into issues with certain messages or in certain regions of the world. For this reason, it is imperative that you get an accurate picture of what messaging standards an aggregator can support before beginning the implementation process.

? WHAT PROJECT ELEMENTS WILL REQUIRE OUR IT DEPARTMENT'S INVOLVEMENT?

Every technology implementation that treasury undergoes will require a certain degree of involvement from IT. Even if the vendor is able to manage the majority of the implementation on their own, IT will still need regular insight in order to verify compliance with internal technology policies and to understand the new processes and systems for ongoing support and maintenance. While the requirements and involvement of IT in this arena will vary by company, treasury needs to know ahead of time what tasks IT must be involved with so that they can prepare the appropriate internal resources.

? WHAT SECURITY OPTIONS WILL BE EMPLOYED TO ENSURE THE INTEGRITY OF OUR DATA?

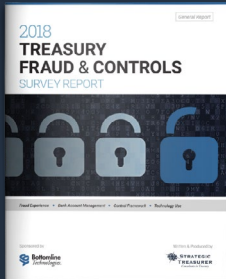
Due to an aggregator's role with payments, security is just as important for these solutions as any other system internally. But while there are a variety of security components available across the full vendor landscape, not every provider offers every technique. Additionally, not every security component may need to be leveraged. In order to comply with IT security requirements and ensure they adopt a security framework that suits their unique needs, corporates should work to identify which mix of security techniques would be most effective for their own processes and then identify vendors that can provide those tools or services.

? DO YOUR SANCTIONS SCREENING TOOLS COVER SWIFT & NON-SWIFT PAYMENTS?

While most aggregators will offer some degree of compliance and sanctions management services, these features aren't always available for the full scope of payments activity. Instead, some vendors rely heavily on the compliance services provided through SWIFT, which are robust, but would not cover payments made through other channels. As such, corporates that generate high volumes of transactions via H2H connections need to identify exactly which types of payments an aggregator's compliance tools will address in order to ensure complete and effective coverage.

A Deeper Dive into the Data

As Strategic Treasurer evaluates the treasury technology landscape and analyzes the various operational preferences, perspectives, and challenges associated with the practice of treasury, we rely extensively on our own industry research. Since 2009, our analysts have worked hard to develop a comprehensive market research program, and today, the insights captured through our 10+ annual surveys serve as the cornerstone for the publications and resources we develop. For institutions, fintechs, or corporates interested in learning more about our market research, the resources below offer a deeper dive into the key findings we have obtained over the course of the past year.



2018 TREASURY FRAUD & CONTROLS SURVEY REPORT

Offers comprehensive analysis of treasury's experiences with specific types of fraud and evaluates the security tools and methods used by organizations to protect their financial assets and information.

↓ DOWNLOAD



2017 TREASURY PERSPECTIVES SURVEY REPORT

Gauges practitioners' viewpoints, strategies, and preferences on a range of topics including economic growth, compliance, security, payments, capital markets, risk, and technology use.

↓ DOWNLOAD



2018 B2B PAYMENTS & WCM STRATEGIES SURVEY REPORT

Analyzes the use of specific types of payment formats and channels, preferences for new and emerging payment technologies, and the unique strategies deployed by firms for managing working capital and liquidity.

↓ DOWNLOAD



TREASURY INSIGHTS BENCHMARK REPORTS

New in 2018, our Treasury Insights resource offers exhaustive insights across all our industry surveys, with breakouts available by company size and other metrics. For more information regarding this resource, click below to download the brochure.

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FOR MORE INFORMATION

For additional information regarding any of our survey results publications, webinars, and infographics, you can visit the ["survey"](#) section of our website to access a complete list of resources. To learn more about our Treasury Insights resource, [click here](#) to download the brochure.



VENDOR ANALYSIS



The first section of this report provided an overview of the treasury aggregation environment as a whole and included analysis of specific trends occurring within the space. Moving forward, this next section will provide a more in-depth look at Fides, a treasury aggregation provider, including an overview of the company, notable milestones in their development, and a detailed analysis of their solution set.

Upon analyzing the following content, readers interested in learning more about the services offered by Fides are encouraged to contact Fides or Strategic Treasurer to learn more. While Fides provided content for their own section, Strategic Treasurer maintained authority over the final version for purposes of providing non-biased, accurate, and informational analysis.





Reach Further. Connect Faster.

www.fides-treasury.com

+41 44.298.65.66

hello@fides.ch

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- » [Company Snapshot](#)
- » [FAQs](#)
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- » [Product Overview](#)
- » [Onboarding, Implementation & Training](#)
- » [Customer Service](#)
- » [Company Timeline](#)
- » [Event Attendance/Get in Touch](#)
- » [Testimonials](#)

This content was produced by Fides and edited by Strategic Treasurer.

COMPANY OVERVIEW

Fides centralizes and simplifies global multi-bank connectivity and transaction communications. Our solutions enable corporate treasury and finance teams worldwide to expand their reach and communicate broadly. Fides delivers critical multi-bank account statements, payment workflow, and reporting capabilities that allow treasury and finance teams to easily, accurately, and securely communicate with their banks through any possible channel, such as SWIFT, EBICS, SFTP, APIs, or any alternative network. With Fides, corporates can securely execute and manage transactions regardless of their banking portfolio or geographic location.

Founded in 1910, Fides has been committed to helping corporations optimally connect and interact with their banks for over a century. The company has been focused on multi-banking and connectivity since 1985, when its bank account balance and transaction reporting service, Fides ARS (Account Reporting Service) was launched. The Fides EFT (Electronic File Transfer) payments solution was released a few years later. Since that time, the company has continued to improve on the functionality, feature sets, and UX of its products, most recently releasing web-based versions. Fides also offers clients the ability to choose the connections that best meet their needs, whether they are SWIFT, EBICS, Host-to-Host, or independent. One benefit of working with Fides is our breadth of offerings. In addition to supporting SWIFT for Corporates onboarding and hosting of corporate BICs as a member of the SWIFT Shared Infrastructure Programme, Fides offers clients the ability to use the Credit Suisse Group SWIFT Financial BIC. This can help speed up onboarding for corporates and also provides additional connectivity options including multi-network, dual-BIC solutions.

Fides is one of the first service bureaus globally to be certified for the renewed SWIFT Shared Infrastructure Programme (SIP v2). Over the past year, the company has developed or enhanced more than 200 file format converters to help customers communicate with all of their banks globally. Its ability to help clients securely connect to any bank through any channel, combined with its industry-leading payments and messaging solutions, *Fides EFT* and *Fides ARS*, has made Fides the multi-banking provider of choice. Headquartered in Zürich, Switzerland, Fides is an independently operated subsidiary of Credit Suisse. Fides has one of the world's largest bank connectivity networks and helps more than 3,000 active clients communicate with more than 10,000 banks globally. The company's geographic reach spans 170 countries across the Americas, EMEA, and APAC regions.



Founded: 1910

CEO: Andreas Lutz

Headquartered: Zurich, Switzerland

Ownership: Credit Suisse Group

SOLUTIONS & SERVICES

Fides ARS & EFT (Available as installed & SaaS-based products)

- » Account Reporting
- » Bank Messaging
- » SWIFT Service Bureau
- » Bank Connectivity
- » Systems Integration
- » File Transfer
- » Payments & Cash Mgmt.
- » Data Validation & Sanction Screening

TOP STATISTICS

Fides' payment platform processes **OVER \$5.5 TRILLION** every year.

MORE THAN 210,000 SWIFT MESSAGES, including batch files, are processed through Fides' system every day.

Active users of Fides' system span **170 COUNTRIES** and connect to more than **10,000 BANKS** worldwide.

MARKET POSITION

Founded as **FIDES TRUST** in **1910**, Fides has been solely focused on multi-banking and connectivity solutions since 1985.

Fides is a wholly-owned subsidiary of global banking giant **CREDIT SUISSE**.

Fides' professional services staff currently services more than **3,000 ACTIVE CUSTOMERS**.

RECENT DEVELOPMENTS

GLOBAL GROWTH: In May 2018, Fides announced it had onboarded **80 NEW CLIENTS** within the past year and extended contracts for nearly 100 others.

In April 2018, Fides received the **"MULTI-BANKING SOLUTION PROVIDER OF THE YEAR"** award from The European Magazine for the 4th year running.

SAMPLE CLIENTS



FIDES CLIENT FAQs



What are the benefits to using Fides vs. managing bank connections in-house?

Bank connectivity is our business, so if you choose to work with Fides, you know you will be working with specialists who are experienced in dealing with different connectivity channels and formats. Fides can implement the connections you need using the channels of your choice, those are SWIFT, Host-to-Host, EBICS, or any combination. Using Fides can be more cost effective and gives you a broader reach than establishing and managing individual direct connections using a single channel. Fides also cuts down the need for the treasury staff to do a lot of work collecting and compiling data in spreadsheets. We have had clients tell us that our solutions have cut the time that a treasury analyst previously had to spend on manual work by as much as 50 percent.



Which file formats do you support?

Fides supports all messaging formats and types such as the ISO 20022 and ISO 15022 standards, as well as country-specific and bank-specific formats. We are able to work with even the smallest, most irregular payment providers and create customized parsers to convert their messages into a standardized format. This means that you can onboard banks much more quickly than you might otherwise be able to do.



Do I need to integrate Fides ARS or Fides EFT with a TMS or ERP?

While all Fides products can conveniently integrate with any ERP or TMS platform, the products and capabilities are all also accessible via the Fides web portal. Not all clients feel the need to have a TMS, and for the ones who do, no TMS on its own supports the range of bank protocols and formats that Fides can. We have a large number of clients who don't want to be locked into a TMS or ERP vendor. We partner with a number of the leading TMS vendors and can integrate with even more.



What connectivity options provide me with the greatest global coverage?

Fides' unique Hybrid Model helps clients overcome the gaps in their bank's SCORE readiness and offers additional connectivity options, including multi-network, dual-BIC solutions. We can streamline payment processing, securely manage foreign exchange, deliver trading confirmations — basically, we can handle any and all kinds of messaging between our clients and their banks and payment providers regardless of where they are located.

CASE STUDY

ABOUT THE CLIENT

- ▶ UPS, a global logistics and package delivery provider
- ▶ Headquartered in the U.S. with 450,000+ employees globally

PROBLEM

- ▶ Decentralized banking operations made it difficult to update cash positions and balances in a timely manner
- ▶ Overly manual payments and reporting processes resulted in error-prone and time-consuming operations for treasury personnel

DESIRED SOLUTION CAPABILITIES

- ▶ Centralization of global banking services through a single portal or solution
- ▶ Automation of financial messaging and reporting to reduce manual intervention and increase timeliness and accuracy of information

WHY CLIENT CHOSE FIDES

- ▶ Fides & Reval TMS connectivity infrastructure provided a SaaS-based solution with the flexibility and scalability to meet changing client needs, while also proving cost-effective
- ▶ Ability to leverage SWIFT network extensively through Fides portal for enhanced payment processing through both Fides BIC and client BIC

FUNCTIONALITIES IMPLEMENTED

- ▶ Reval TMS solution with Fides Electronic File Transfer (EFT) & Account Reporting Solution (ARS)



PRODUCT OVERVIEW

» Fides Account Reporting Solution (ARS):

Fides ARS was designed to allow clients quick and easy access to viewing overall liquidity and account statements from their banks at any time. Fides ARS can be integrated with a client’s TMS/ERP system or managed through the Fides web portal. Fides ARS improves upon the outdated process of manually collecting account data from a client’s banks by consolidating all account information, including balances, transactions, and booking texts, and providing it centrally via a set of user-friendly dashboards. The process involves converting all messages into a standardized format, verifying the account statements, allowing the customer to choose a preferred format (MT940/42, BAI, AFB120, camt.052/053/054, etc.), and providing options for downloading data, such as in Excel or as a PDF. Fides ARS does not require any special infrastructure or installation. ARS web access is available 24/7. Updates and upgrades to the solution are performed regularly.

» Fides Electronic File Transfer (EFT):

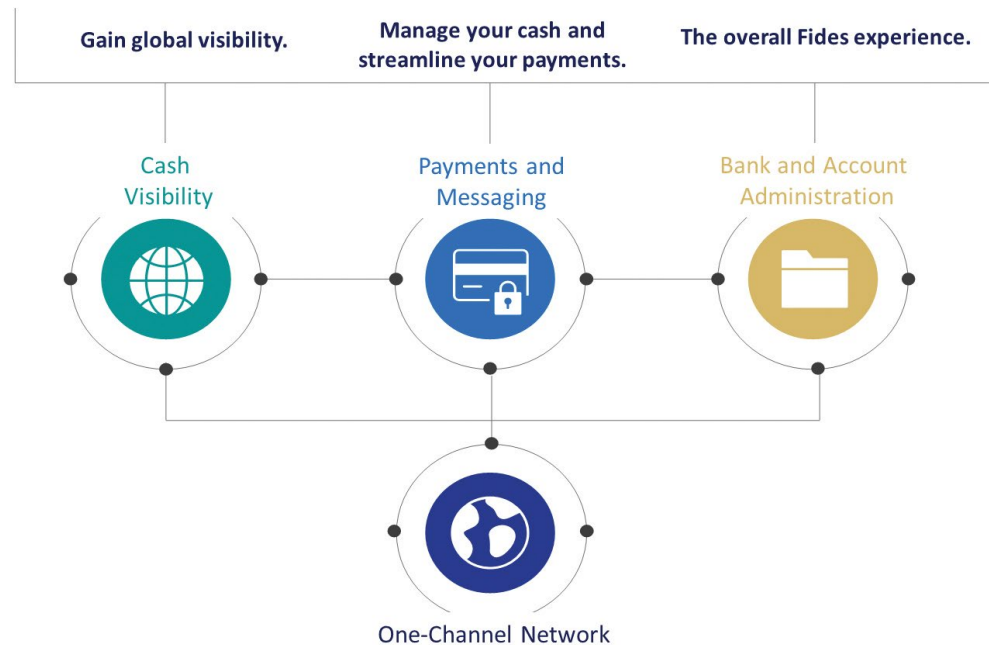
Fides EFT simplifies the global transfer of individual and bulk payments to banks and consolidates the financial messaging process so that any and all messages can be sent and received by corporates through one portal. Although the majority of clients use Fides EFT for payment purposes, it can be utilized for the full range of MT and MX (ISO 20022 XML) formatted messages, including those used for trade finance or FX trades. Fides EFT serves as a

central location to manage and execute payments and provides an efficient method of monitoring all payments. Automated access is available through a client’s TMS/ERP, but a client can opt to manually enter and approve payments through Fides’ web portal. Fides EFT is able to process and send payment orders globally to a multitude of different banks and uses enhanced data validation and enrichment processes to ensure client information is delivered securely and quickly. Updates and upgrades to the solution are performed regularly.

» Fides Multi-Banking Hybrid Model:

The unique Fides Hybrid Model is a multi-network, dual BIC service option that allows corporate

treasury teams to optimize and expand their banking reach effectively while also helping with banks’ SCORE readiness. Fides’ hybrid approach ensures that clients have access to a solution that is tailored to their individual connectivity needs. Based on requirements and communication channels, Fides will recommend, establish, and maintain the most effective multi-banking connectivity configuration. These connections can be made via SWIFT, EBICS, Host-to-Host, or any combination thereof using Fides’ proprietary Hybrid Model. This ensures that clients have a multi-banking model that works the way they need to conduct business. Additionally, the Fides Hybrid Model improves accuracy and consistency of payment and transaction messages by validating



and correcting all files prior to release, ensuring that files are compliant and bank-ready.

CLIENTS USE THE FIDES HYBRID MODEL TO:

- ⊕ Validate and comply with rigorous messaging requirements
- ⊕ Eliminate gaps in SCORE readiness
- ⊕ Ensure global banking coverage
- ⊕ Increase speed-to-market
- ⊕ Reduce costs of maintaining both individual (H2H) and SWIFT connections.

The service is completely managed by Fides, so we are also your one stop for support.

IMPROVED USER INTERFACES FOR BETTER CUSTOMER EXPERIENCES

To better serve all sizes of corporations, particularly those without the need or capacity to implement a Treasury Management System (TMS) or Enterprise Resource Planning (ERP) system, Fides recently redesigned its Fides EFT and Fides ARS web applications. A beta version has been released to selected pilot-clients, and a global roll-out to all customers is planned to take place by the end of the year.

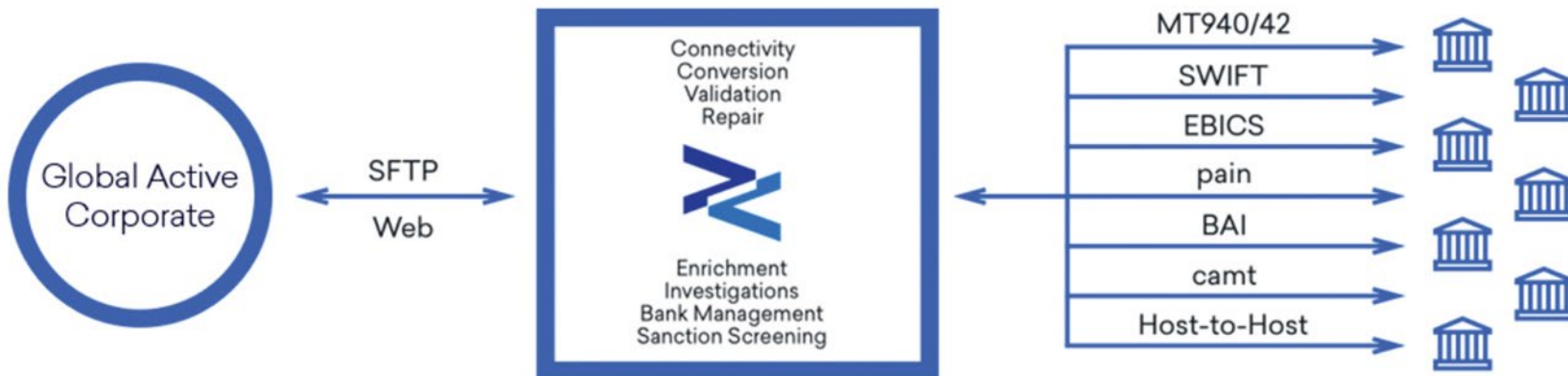
ONBOARDING, IMPLEMENTATION & CLIENT TRAINING

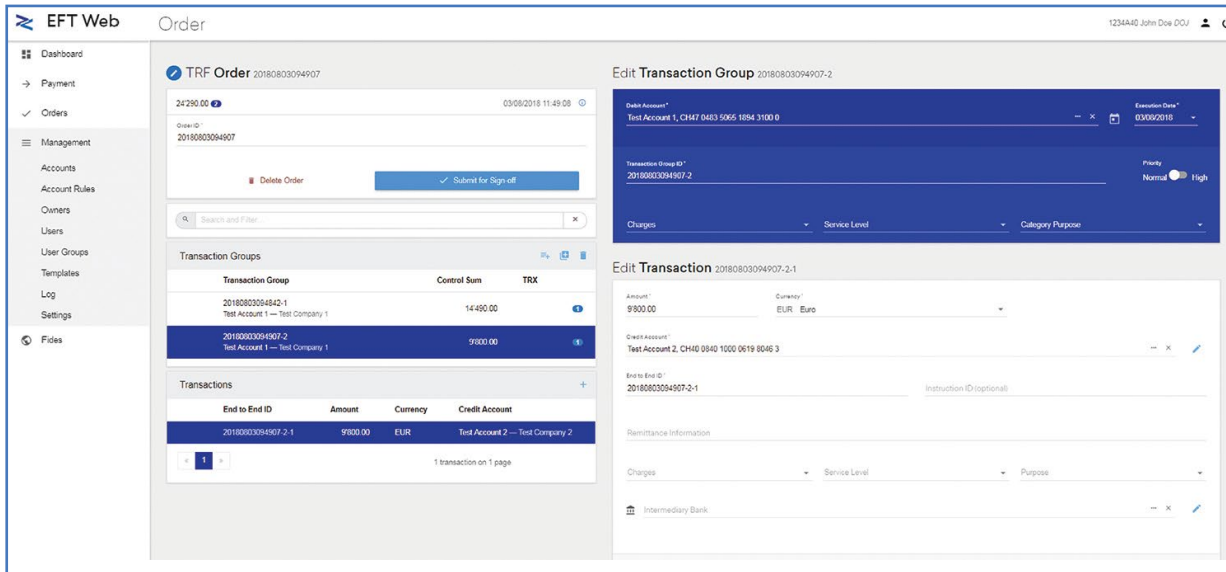
Fides provides a customized onboarding process for each client through its project management team. Tailored to the customer's needs and requirements, Fides will create a solution that is

based on bank capabilities, compatible reporting and payment formats, and the best connectivity method for each bank. An experienced project manager is assigned to each client, and everything begins with a detailed kick-off call where the entire project is reviewed, roles are explained on the client side and the Fides project management team side, and then planning begins for each bank.

Clients can choose from fully hosted or SaaS delivery options. Detailed instructions and product guides are provided, and training sessions can be provided if desired.

Fides maintains even workloads across the team to ensure clients receive ample attention and onboarding is completed efficiently. A deputy is also assigned at the beginning of the project, so clients find the experience seamless if their primary project manager is unavailable. The deputy is aware of the status of each bank and connection,



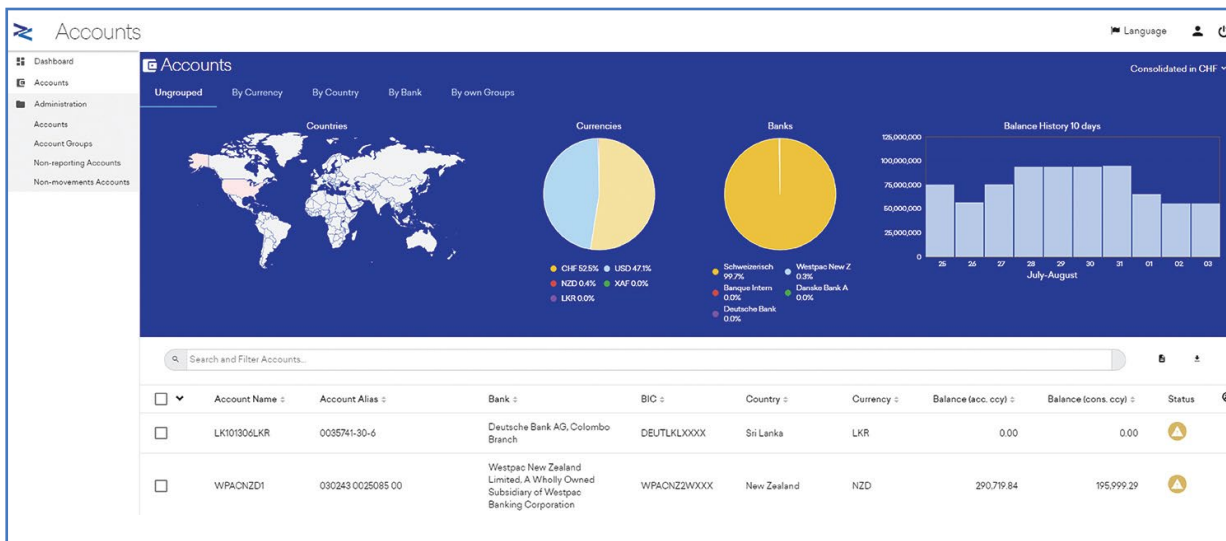


➔ **Electronic File Transfer Portal**

as well as most recent communication, and is able to provide continued support to the client.

After the onboarding process is complete, the project manager hands support over to client services. This means making sure the client feels comfortable with next steps and providing detailed instructions and explanations for interacting effectively with the client services team. The project manager is responsible for ensuring that knowledge transfer to the client services team takes place so that the client's experience through production is excellent and customized.

The relationship manager assigned at the beginning of the project remains with the client throughout their time at Fides, including through their transition from the project management team to the client services team.



➔ **Fides Account Reporting Dashboard**

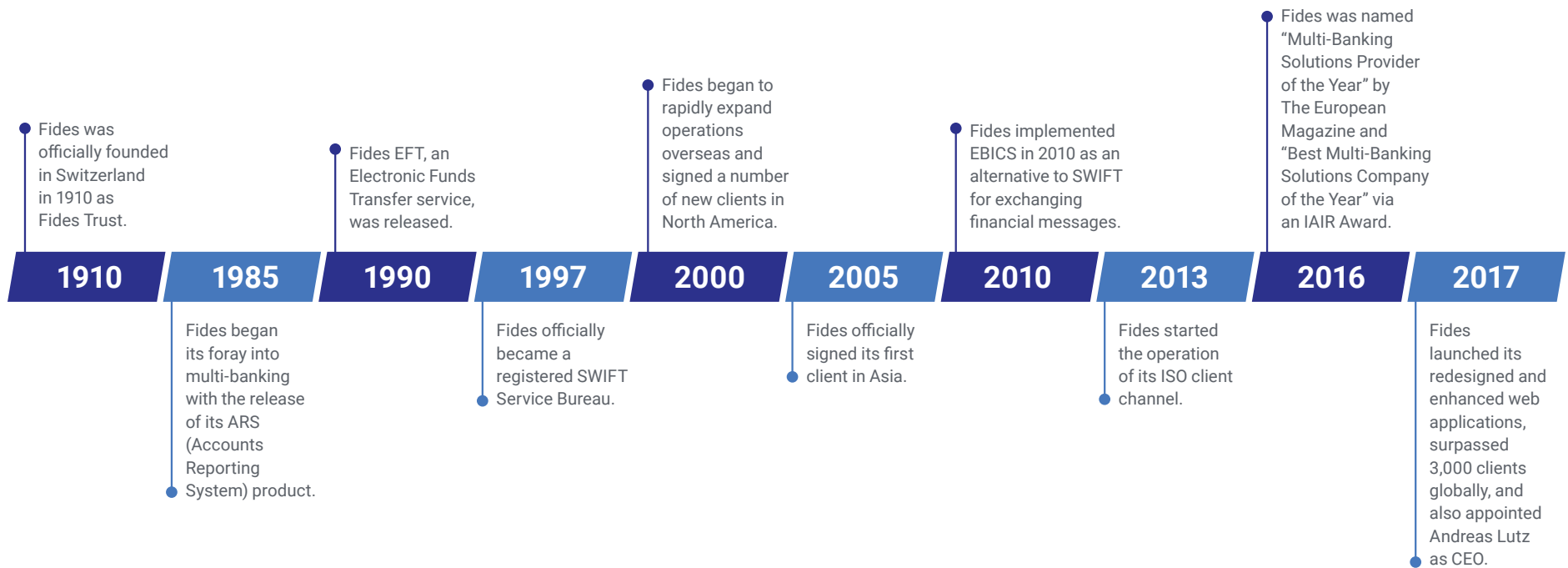
CUSTOMER SERVICE

Fides' client services team is based in the company's Switzerland headquarters, assuring that all representatives have direct access to all the resources they need. The customer support team is available by email or phone Monday through Friday around the clock and can communicate with customers in multiple languages, including German, English, and French.

Making customers' lives easier is one of the Fides client service team's core goals. The company is known for its ability to maintain existing clients



COMPANY TIMELINE



TREASURY AGGREGATOR: BANK CONNECTIVITY SOLUTIONS

while also expanding its operations to support additional customers. Over the past four years, Fides has experienced significant business growth, and has grown its internal support teams, including client services and client relations, accordingly. A number of TMS partners bundle Fides with their own offerings. These partners provide customer support to the clients who purchase the bundled solutions, and interface with Fides when additional expertise is required.

EVENT ATTENDANCE/ GET IN TOUCH

Fides has a presence at a number of industry-leading events around the globe, including AFP Conference, EuroFinance International Treasury & Cash Management Conference, Finanzsymposium Mannheim, DACT, Treasury Leader Summit, and the Windy City Summit. The company also hosts its own user conference each year, which brings together Fides customers and partners to learn from industry experts, hear multi-banking success stories, and network with peers. The 2018 Fides Conference was held August 24 in Zürich, Switzerland.

TO LEARN MORE ABOUT FIDES

CONTACT US:

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-  hello@fides.ch



TESTIMONIALS



Having all the information in one place gives us the ability to get the big picture fast. It saves manual work, gives us the info to be able to make a decision and analyze quite quickly. Our company is growing very fast, and it is mandatory that we have systems to support that growth and support the work that we have to keep up with in our environment. Without Fides, we would not be able to support the scaling of our business.

Revital Gadish, SVP, Finance and Treasury Payoneer



Fides allowed us to make our timeline by leveraging their BIC. Before we even had our own SWIFT BIC established, we could start working with this first wave of banks and get connected and start doing payment testing and file testing and move forward on our project timeline.

Eli Brown, Treasury Process Controller UPS



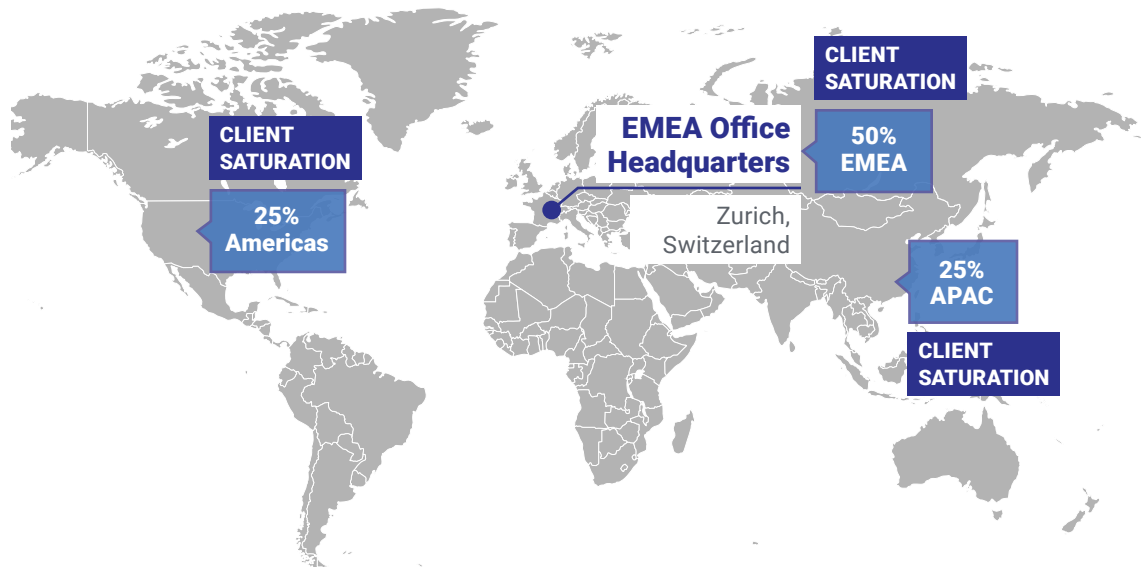
What used to take half a day of my time now only takes an hour or two – the process is much smoother with Fides. We’re saving at least 15 hours a week, and the quality of the data is much better than what we had before.

Megan Kasparian, Senior Treasury Analyst American Tower



FIDES GLOBAL FOOTPRINT

Fides has continued its trajectory of business growth. In 2017, the company onboarded over 80 new clients and extended contracts for 96 more.



Works Cited

- **Figure 1, Page 4:** 2017-18 Treasury Perspectives Survey. Strategic Treasurer & TD Bank.
- **Figure 2, Page 4:** 2017 Treasury Technology Use Survey. Strategic Treasurer & TreasuryXpress.
- **Figures 3-5, Page 5:** 2018 B2B Payments & WCM Strategies Survey. Strategic Treasurer & Bottomline Technologies.
- **Figure 6, Page 5:** 2017 Cash Forecasting & Visibility Survey. Strategic Treasurer & Bottomline Technologies.
 - » 2018 B2B Payments & WCM Strategies Survey. Strategic Treasurer & Bottomline Technologies.
 - » Leading Practices in Bank Connectivity. 2018 Strategic Treasurer Rapid Research Webinar Poll Question.
- **Figures 7-11, Page 6:** 2017 Treasury Technology Use Survey. Strategic Treasurer & TreasuryXpress.
- **Figure 12, Page 13:** 2018 Treasury Fraud & Controls Survey. Strategic Treasurer & Bottomline Technologies.
- **Figure 13, Page 17:** 2017 Treasury Technology Use Survey. Strategic Treasurer & TreasuryXpress.
- **Figure 14, Page 18:** 2017 Treasury Technology Use Survey. Strategic Treasurer & TreasuryXpress.
- **Figure 15, Page 20:** 2017-18 Treasury Perspectives Survey. Strategic Treasurer & TD Bank.
- **Figure 16, Page 21:** 2017-18 Treasury Perspectives Survey. Strategic Treasurer & TD Bank.
- **Figure 17, Page 22:** 2017-18 Treasury Perspectives Survey. Strategic Treasurer & TD Bank.
- **Figures 18-19, Page 22:** 2018 B2B Payments & WCM Strategies Survey. Strategic Treasurer & Bottomline Technologies.



Strategic Treasurer Market Research

As part of our ongoing market research initiatives, Strategic Treasurer conducts 10+ industry surveys every year on a variety of topics ranging from cash management and payments to fraud and compliance. These surveys are collectively completed by several thousand corporate, banking, non-profit, government, and higher education respondents every year. Below is a list of our current industry research initiatives.



Treasury Fraud & Controls

Offers comprehensive analysis of treasury's experiences with specific types of fraud and evaluates the security tools and methods used by organizations to protect their financial assets and information.



Treasury Perspectives

Gauges practitioners' viewpoints, strategies, and preferences on a range of topics including economic growth, compliance, security, payments, capital markets, risk, and technology use.



B2B Payments & WCM Strategies

Analyzes the use of specific types of payment formats and channels, preferences for new and emerging payment technologies, and the unique strategies deployed by firms for managing working capital and liquidity.



Global Payments

Studies the various payment technologies, tools, and services used by organizations for facilitating global payments activity and analyzes the key areas of complexity currently impacting the payments landscape.



Treasury Compliance

Keeps track of treasury's shifting strategies and responsibilities for managing bank account information and maintaining compliance across the full scope of their daily operations.



Liquidity Risk

Analyzes organizations' short-term investment and risk management strategies to uncover trends related to how firms are optimizing their liquid assets and identifying and mitigating associated risks.



Supply Chain Finance

Evaluates the use of SCF technology within the corporate environment, as well as the strategies and technologies put in place by firms to manage vendor relationships, streamline cash conversion cycles, and optimize working capital.



Cash Forecasting & Visibility

Studies the operational and technological components deployed by organizations for maintaining visibility to cash positions and forecasting cash flows.



Higher Education

Focuses specifically on understanding the unique challenges and operations of financial personnel within the realm of higher education and how their experiences compare to those of their peers in the corporate environment.



Treasury Technology Use

Analyzes the use of technology within the treasury environment, with a focus on the utilization of Treasury Management Systems (TMS) and organizations' unique experiences with implementing, using, and upgrading these solutions.

How are your surveys classified?

The surveys highlighted on the left-hand side of this page comprise Strategic Treasurer's Premier Survey program, which offers comprehensive analysis (100+ questions) across each area of focus. The surveys highlighted directly above are part of our Standard Survey program, which provides robust coverage (30-50 questions) of the selected topic. To learn more about our market research initiatives, visit our website at strategictreasurer.com/surveys.

TECHNOLOGY IMPLEMENTATIONS

Strategic Treasurer ensures maximized investments by:

- » Developing and leading the vendor selection process to ensure you select the "best-fit" solution.
- » Creating a realistic project roadmap that contemplates the unique requirements of your organization.
- » Managing the implementation from design, project kick-off, bank onboarding, and testing, through go-live and post-project analysis.

Interested? Contact Strategic Treasurer today:

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