



# Shell Treasury Operations Our Migration Journey

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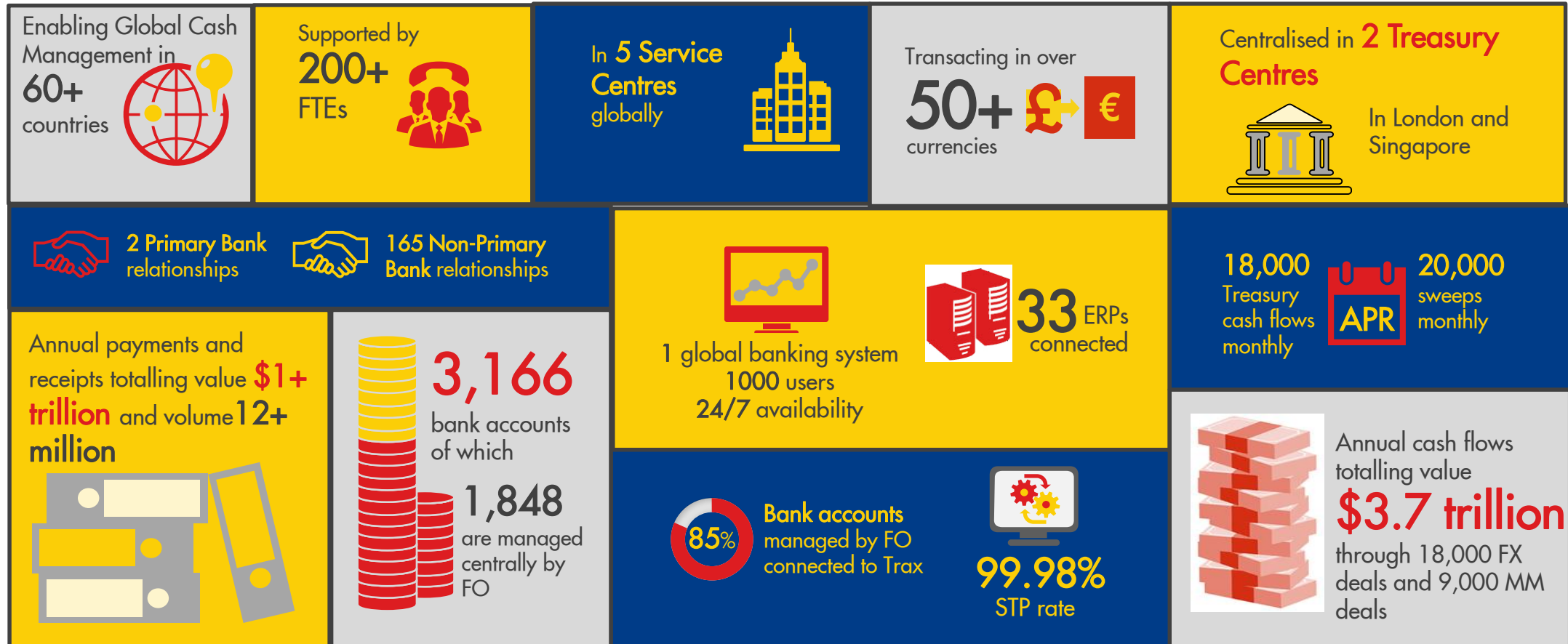
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# Shell Global Cash Management



# Treasury Operations

80 staff worldwide. Fully centralised since 2009

Treasury Centres in London and Singapore manage Group liquidity, FX, Intra-Group Financing, Bank Relationships, Cash Management, Treasury Payments

Treasury Managers deliver Treasury to the Business from London, Singapore, USA, Brazil, Netherlands and China



# Finance Operations

One of the largest and most progressive branded captive finance operations organisations in the world  
6,800+ staff in Glasgow, Krakow, Chennai, Bangalore, Kuala Lumpur and Manila

FO Cash Management 150 staff mainly in Krakow & Chennai, from 2008

Most recent migration of intra-group transactions in 2017

## Front Office



- Cash Forecasting
- FX Deals
- Loans and Deposits
- Local Reporting
- Funding Requests & Payments

## Back Office



- Bank Statements
- Accruals – Interest on Loans
- IG Reconciliation (non-cash)
- FX Postings & DIE

## Services



- E2E Bank Account management
- Guarantees & LCs
- Intra-Group Funding
- Compliance & Risk Management

# What has Changed since 2008?

**2008**

Predominantly  
Shared Service Centre  
scope

Limited business  
knowledge required

Cost focus



**Present**

End-to-end beyond  
Finance

Extensive business  
partnering  
and knowledge essential

Value and cost focus

# What Is special About Our Approach?

Partner rather than Service Provider

- No Service Level Agreements
- Accountable to the CFO
- Joint KPIs
- Real Process Ownership
- Continuous Improvement Mindset



**"Science may never come up  
with a better office  
communication system than  
the coffee break."**

**Earl Wilson**



# Krakow, April 2017



