

# You Work Hard for Profit. Treasury Can Still Give It Away.

A key message on cash leakage, weak treasury ownership and the cost of relying on comfort instead of control.

**Do not underestimate the Treasury support you need**



## Six excuses that quietly destroy value

**1 “Treasury is routine.”**

No. Routine processing is not the same as treasury management.

**2 “The bank handles it.”**

No. A bank optimises its own economics, not your independent governance.

**3 “Finance covers it.”**

No. Shared ownership usually means no real ownership.

**4 “We know what we are doing.”**

Maybe - but expertise still needs measurement and challenge.

**5 “We have had no crisis.”**

That only proves markets have not forced the issue yet.

**6 “It is good enough.”**

Unmeasured treasury is rarely good enough. It is just unmeasured.

# How money leaks when treasury is not treated as a function

## 1 Cash visibility

You cannot optimise what you do not see daily by entity and bank.

## 2 Bank pricing

If you do not challenge quotes, you are paying for that comfort.

## 3 FX and rates

Poor hedging design can amplify risk instead of controlling it.

## 4 Debt structure

Wrong tenor or delayed refinancing quietly erodes resilience.

## 5 Controls

Weak confirmations, authorities and reconciliations invite errors and surprises.

## 6 Governance

No policy plus no ownership equals hidden leakage.

**Do not wait for a treasury problem to become a board problem.**

## **SMK Services**

Treasury support for businesses that want less leakage, more control and clearer accountability.

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Typical support: diagnostic review, policy design, bank challenge, liquidity structure, FX/rates governance and treasury operating rhythm.

Contact us



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