



Tax-Aware Treasury Policy and Governance Training Course

18 – 22 January 2027
Milan

Tax-Aware Treasury Policy and Governance Training Course

Ref: 469_137637 **Date:** 18 – 22 January 2027 **Location:** Milan **Fees:** 5700 Euro

Overview

Tax-Aware Treasury Policy and Governance Training Course is a five-day advanced course for tax, treasury, finance, funding, transfer pricing, risk, and executive teams who leave with a Tax-Aware Treasury Policy Pack. Participants connect liquidity structures, intercompany funding, cash pooling, withholding exposure, arm's-length analysis, cash repatriation, hedging, documentation, and decision controls. The course turns separate tax reviews and treasury choices into governed policies with traceable evidence. Agile Leaders Training Center addresses tax-aware treasury policy through financial-transaction analysis and control artifacts.

Who Should Attend

- Functions responsible for corporate tax positions and financial-transaction consequences
- Treasury teams responsible for liquidity, funding, cash pooling, and hedging decisions
- Finance functions responsible for intercompany balances, documentation, and reporting
- Transfer pricing teams responsible for arm's-length analysis of financial transactions
- Risk and assurance functions responsible for policy controls and decision evidence
- Executives responsible for approving funding structures and cash-movement policies

The course assumes participants already contribute to tax, treasury, finance, funding, transfer pricing, or risk decisions and leaves out introductory taxation and routine cash administration.

Departments and Industries

The course supports departments and industries responsible for funding structures, tax consequences, and treasury governance.

- Corporate tax, transfer pricing, and tax governance functions
- Treasury, cash management, funding, and financial risk teams
- Finance control, accounting, legal, and internal audit departments
- Banking, insurance, asset management, and financial technology organizations
- Energy, manufacturing, logistics, and telecommunications groups
- Professional services and corporate shared-service centers

Learning Objectives

By the end of this course, participants will be able to:



- Analyze tax consequences across treasury policy choices
- Evaluate intercompany funding and debt-capacity evidence
- Apply arm's-length analysis to treasury transactions
- Compare cash pooling, repatriation, and withholding exposures
- Build hedging, documentation, and control requirements
- Prioritize governance decisions, owners, and review triggers

Course Agenda

Day 1: Tax and Treasury Policy Architecture

- Tax-Treasury Decision and Responsibility Map
- Financial Transaction Risk Taxonomy
- Treasury Policy Scope and Boundary Matrix
- Entity and Cash-Flow Exposure Register
- Governance Roles and Approval Charter

Day 2: Intercompany Funding and Pricing

- Debt and Equity Funding Decision Tree
- Borrower Debt-Capacity Assessment
- Intercompany Loan Terms Matrix
- Arm's-Length Pricing Evidence File
- Guarantee and Credit Support Analysis

Day 3: Liquidity Structures and Cash Movement

- Physical and Notional Cash Pooling Map
- Pool Leader Function and Risk Analysis
- Withholding Exposure Decision Matrix
- Cash Repatriation Route Assessment
- Liquidity Structure Tax-Control Register

Day 4: Hedging, Documentation, and Governance

- Treasury Hedging Purpose and Evidence Map
- Financial Transaction Documentation Checklist
- Tax Assumption and Exception Register
- Policy Limit and Escalation Framework
- Treasury Tax Governance Dashboard



Day 5: Tax-Aware Treasury Policy Practice

- Suggested Exercise: Diagnose a Funding Structure
- Suggested Exercise: Challenge Cash Pool Terms
- Suggested Exercise: Evaluate a Repatriation Route
- Suggested Exercise: Present a Policy Exception
- Capstone Exercise: Tax-Aware Treasury Policy Pack

Practical Exercises

The course uses suggested activities to connect tax evidence, treasury structures, policy controls, and accountable decisions.

- Suggested activity: map financial transactions, entities, cash flows, tax exposures, decision rights, and approval boundaries.
- Suggested activity: assess debt capacity, loan terms, pricing evidence, guarantees, and alternative funding structures.
- Suggested activity: compare pooling and repatriation routes using withholding, liquidity, documentation, and control factors.
- Suggested activity: integrate hedging evidence, exceptions, limits, owners, and review triggers into the capstone pack.

FAQs

What is tax-aware treasury policy and governance?

Tax-aware treasury policy and governance connects funding, liquidity, cash movement, hedging, and guarantees with their tax consequences, documentation, approval rights, control limits, and review triggers.

Who suits tax-aware treasury training, and what does it assume?

Tax, treasury, finance, funding, transfer pricing, risk, audit, and executive professionals suit the training. It assumes experience with financial decisions and does not teach introductory taxation or routine cash processing.

How does tax-aware treasury training differ from general tax training?

Tax-aware treasury training focuses on financial transactions, funding structures, cash pooling, repatriation, hedging, and treasury controls. General tax training usually covers broader tax calculation, filing, and reporting topics.



How should intercompany treasury funding be assessed?

Intercompany treasury funding should be assessed through business purpose, instrument terms, debt capacity, repayment expectations, market conditions, pricing evidence, guarantees, documentation, and available alternatives.

What belongs in a tax-aware treasury policy pack?

A tax-aware treasury policy pack should connect transaction scopes, funding choices, cash structures, tax assumptions, pricing evidence, documentation, limits, exceptions, decision rights, owners, escalation, and review triggers.

Conclusion

Participants take back a Tax-Aware Treasury Policy Pack linking funding structures, liquidity choices, tax exposures, arm's-length evidence, cash movement, hedging, documentation, and governance. It changes separate tax opinions and treasury actions into controlled decisions. The pack gives tax, treasury, finance, risk, and executive teams shared boundaries, owners, evidence requirements, and escalation routes.