KDD101 - Deployment timing for S/4HANA Treasury Modules

Status	Approved
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Issue

The Treasury process currently performed in Quantum was recently approved to be part of the SyWay project scope. The overall SyWay deployment approach for Release 4 is to spread the go-live of Syensqo entities across two groups, Group 1 and Group 2. A decision is now required as to when to deploy Treasury activities, whether in Group 1, Group 2, or after Group 2 with the In-House Bank deployment. With the multi-group deployment, managing the complexity of the interim period between Group 1 and Group 2 is a challenge for the Treasury activities.

Recommendation

Option F: Deploy Treasury (Treasury Risk Management & Cash Management) with Group 2, IHB in Group 2, Syensqo SA in Group 2

The optimal timing to deploy the Treasury modules is with Group 2.

In-house banking and the Syensqo SA entity are significantly integrated with Treasury. As such the recommendation is to also deploy them at the same time in Group 2.

The initial view in conceptual design was to defer the IHB to lower the associated risk in this area. However, now that Treasury has come into scope for SyWay, deploying Treasury and IHB separately will actually increase risk. Additionally, as the detailed design has progressed, it is now clear that the new IHB design will reduce the significant complexity currently existing is this area, which will also result in a reduction of risk. As such, with Treasury now in scope and with visibility of the new IHB design, the recommendation within this KDD is to move the In-House Bank deployment earlier and within Group 2.

The recommendation is to also move the deployment of the Syensqo SA entity from Group 1 to Group 2, to reduce cost and complexity resulting from new interim interfaces required to support the related accounting transactions. The Go-Live timing decision for the Syensqo SA entity will be decided outside of this KDD. Should Syensqo SA Go-Live in Group 1, the recommended option within this KDD will move from Option F to Option E. Option E still recommends Treasury and IHB going live in Group 2. The difference between Option E & F is when the Syensqo SA entity goes live. A Group 1 go-live increases the number of interim interfaces resulting in increased complexity and cost.

Main supporting factors for the recommendation:

- **Cash Management:** All entities will be operating with S4 at the Group 2 stage, and Cash Management will have a full view of the cash in the company. With the centralization of cash within the In-House Bank, it is also best to align Treasury and IHB deployments.
- **Exposure Management:** Similar to the above point, All entities will be operating with S4 at the Group 2 stage, and Treasury Risk Management Cash Management will have a full view of the exposures in the company. With the centralization of exposures within the In-House Bank, it is also best to align its deployment.
- **Accounting for Treasury Deals:** This option allow streamlining of the accounting postings to support the treasury deal processing. In the interim period the current as-is Quantum process will continues. Once TRM is live in Group 2, all posting will be automated within S4. There is no need to build and deploy any new interim interfaces to manage Treasury postings.
- **Accounting for In-House Banking:** With the added complexity whereby the IHB currently resides in the separate PI2 system, it is optimal to align its deployment with Treasury and Syensqo SA for ease of accounting postings, and avoiding the need to build new interim interfaces for accounting purposes.
- **Inter-Company Loans:** IC loans will be managed in the new TRM module of S4. As all in-scope entities will be operating in S4 at the Group 2 stage, both sides of the loan relationship will be in S4 allowing the IC loans process to operate effectively. Similarly loan settlement for principal and interest using In house bank accounts and the End of day process of IHB including interest postings are all within the one system. This all contributes to eliminating the need to build and deploy new interfaces for the interim period.
- **Treasury Deals outside of the central treasury entity:** Group 2 deployment will allow treasury to best manage the need to deal directly for entities within Syensqo group. The as-is Quantum processes will continue in the interim. Once TRM is live in Group 2, deal processing will transition to S4. Again avoiding the need to build new interfaces for the interim period.
- **Cost Savings:** A Group 2 deployment avoids interfaces for the interim period. Avoiding the cost to build, test and deploy loans interfaces. Avoiding spend that would only be necessary for the period between Group 1 and Group2.
- **Cut-Over activities:** Treasury and IHB will deploy with the rest of Group 2, aligning with the wider cut-over planning any avoiding additional cut-overs and potential downtime.

Background & Context

Key Decision Document KDD075 - Future system to support Treasury activities

Change Request CR0003 - Transition Treasury from Quantum to S/4HANA

The above KDD and Change Request were approved to bring Treasury activities into the scope of the SyWay project,

A decision is now required as to when to deploy the Treasury modules within the SyWay deployment Groups, which is the focus of this KDD.

There are currently two official deployment groups: Group 1 and Group 2.

Relevant Treasury Modules in S/4HANA:

- Treasury Risk Management (TRM)
- Cash Management (CM)
- Inter-Company loans will also be fully managed within TRM.

Systems

- Quantum: The current Treasury management systems
- PI2: The treasury accounting and also the IHB reside in this separate system. Relevant company codes are 2232 & 4044 (note the recommendation coming from the IHB design, is to remove 4044 to aid simplification and achieve added financial value).
- PF2: The legal entity for Treasury and IHB is Syensqo SA, and this entity resides in PF2. The relevant company code in this system is 2002. Local Statutory reporting is performed from this entity\system. Also, non IHB exposures coming from receivables and payables not factored to the IHB need to be interfaced to PI2.
- WP2: For Treasury exposure management, the non IHB exposures for the entities within WP2 are required.
- BFC: for Consolidation purposes, Syensqo SA (2002) and Syensqo SA Treasury Division (2232) send packages to BFC for Consolidation.

Assumptions

SyWay deployment for Release 4 will be execute in two groups, Group 1 & Group 2. Multiple group go-lives adds significant complexity in regards to Treasury deployment.

Constraints

Existing Quantum License expires 14th June 2028.

Impacts

KDD070 - Deployment Approach for In-House Bank (IHB)

During conceptual design and prior Treasury coming into scope, KDD070 was drafted to assess the timing for the deployment of the IHB. The recommendation from KDD070 is below.

Extract from KDD070

Recommendation: Option E - Defer the deployment of In-House Bank functionality for all GBUs and Entities until after the second group go-live.

This Conceptual Design recommendation will be re-assessed during Detailed Design when more information will be available to support a decision. Options B, C, and E will form part of the reassessment. Any long lasting impacts on S/4HANA from the legacy interim IHB requirements will also be considered at this time.

Impact

Treasury and In-House Bank are heavily integrated, as such the deployment timing of the In-House Bank comes into consideration with the transition of treasury from Quantum to S/4HANA.

As outlined in KDD070, and as part of this KDD, a reassessment was performed for the implementation timing of the IHB. Although the conceptual design recommendation was to deploy the IHB after Group 2, the outcome of the reassessment along with this KDD concluded that the optimal and lower risk approach, is to deploy Treasury and IHB at the same time, and both to deploy in Group 2

The Syensqo SA entity (ECC Company code 2002).

Local Statutory Reporting for this entity is performed in 2002 \ PF2.

Treasury

2002 holds the accounting for both Treasury and the In House Bank. The current approach is to remove the existing Treasury reporting entity (2232), and as such all financial transactions will be directly within the Syensqo SA entity 2002.

Statutory entries from the PI2 system are interfaced into 2002 in PF2 to produce statutory accounts, and also interfaced to BFC for financial consolidation.

Non-Treasury

Significant non Treasury Activities also occur in this entity, including Head Office activities, Intercompany service billing and acting as a reinvoicing hub which 1) receives charges from other entities 2) send invoices to other entities within the Group 3) Interfaces with WP2.

Impact

Treasury currently process transactions\deal in Quantum, with accounting performed in PI2 and other systems. Although Treasury and Syensqo SA are within the one Syensqo SA legal entity, they operate in separate ECC systems (PF2 & PI2). This carries complexity as the statutory and tax reporting require combining for financial reporting. The SyWay design will bring Treasury and Syensqo SA into the one system and one company code. As such and in relation to this KDD, deploying Treasury and the broader Syensqo SA entity at the same time (Group 2) reduces complexity. Noting that currently, Syensqo SA is part of Group 1 and Treasury is recommended for Group 2. Further assessment is required to determine the impact of non-Treasury processes for a decision on the deployment timing of Syensqo SA, along with the assessment of Two versus One R4 Go-Live. An example of such non-Treasury process is Inter-company service billing. This process will also have the complexity of multiple systems in the interim period between Group 1 and Group 2 Go-Lives.

Go-Live Timing

Entity 2002 Syensqo SA resides in PF2 and is currently scheduled to go-live with Group 1.

Business Rules

There are no relevant business rules at this point in time.

Options considered

The main deployment consideration relates to **Treasury TRM & CM**.

However, the decision also requires consideration of;

a) Go-live timing of IHB.

b) Go-live timing of the Syensqo SA entity.

The below table represents a summary of go-live timing options for Treasury TRM & CM, IHB and Syensqo SA.

Options Summary

Activity to Deploy	Option A	Option B	Option C	Option D	Option E	Option F	Option G	Option H
Treasury (TRM & CM)	Group 1	Group 1	Group 2	Group 2	Group 2	Group 2	Group 3	Group 3
IHB	Group 3	Group 3	Group 3	Group 3	Group 2	Group 2	Group 3	Group 3
Entity Syensqo SA (2002)	Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	Group 1	Group 2

Evaluation Summary

Numerous options were consider and evaluated within this KDD and have been documented to support the recommendation. The detailed options have also been documented as a store of information for future reference. The evaluation table below may be complex for some reader, accordingly a high level summary will assist the readers for whom the detailed evaluation table may not be of high importance.

Treasury Modules:

Cash Management: the ideal timing for cash management to be implemented is when all entities are live within the new S4 system, in order for the module to directly access data (eg bank statements, AR & AP invoices) and produce reports on the cash within the organization. Hence a Group 2 or 3 go-live preferred. As the majority of the organization cash is managed within the IHB, it is ideal if cash management and IHB are in the new S4 system at the same time.

Treasury Risk Management: In order for Treasury to process deals within the IHB header entity to limit the risk (eg exposures) within the organization, transactions will be processed in the new S4 system in future. The accounting of these transaction will occur automatically, but it requires the Syensqo entity to be in the S4 system. In addition, to view the exposure across the whole organization, all entities along with the IHB need to be on the new S4 system together, so that any Treasury trades required for Non IHB entities can also be managed centrally. In addition, to effectively manage the intercompany loans within the organization, it is best if all entities and the intercompany loan functionality within TRM are within the S4 system together.

Where the above mentioned alignment is not in place, new interim interfaces will be required for any interim period (between Group 1 and Group 2, and until the IHB is live). New interim interfaces bring added complexity plus cost and are only utilized for a short period of time. As such, an alignment of Treasury, IHB and Syensqo SA in Group 2 represents the optimal timing and is the recommended deployment approach within this KDD.

Option A: Deploy Treasury with Group 1. In addition, deploy IHB in Group 3, Syensqo SA in Group 1

This option supports the treasury deals process and the related accounting of the deals. However is it complex for cash management, inter-company loans, exposure management, IHB accounting and any treasury deals directly in the GBUs. It is of higher complexity and cost resulting from the number higher new interim interfaces that will be required for the interim period between Group 1 and Group 2 go-lives.

Option B: Deploy Treasury with Group 1. In addition, deploy IHB in Group 3, Syensqo SA in Group 2

This option is similar to Option A, and reduces the complexity of the IHB accounting, however there is added complexity for the accounting of the Treasury Deals.

Option C: Deploy Treasury with Group 2. In addition, deploy IHB in Group 3, Syensqo SA in Group 1

This option is an improvement to Options A and B and there is a reduction in complexity\cost for new interim interfaces, However, new interim interfaces are still required to support cash management, exposure management and intercompany loans.

Option D: Deploy Treasury with Group 2. In addition, deploy IHB in Group 3, Syensqo SA in Group 2

Similar to Option C, but further a further reduction of complexity\cost in the accounting for the treasury deals and the IHB. .

Option E: Deploy Treasury with Group 2. In addition, deploy IHB in Group 2, Syensqo SA in Group 1

If the Syensqo SA entity cannot move from Group 1 to Group 2, the this will become the recommended option.

Option F: Deploy Treasury with Group 2. In addition, deploy IHB in Group 2, Syensqo SA in Group 2

Recommended option, as outline in the Recommendation section.

Option G: Deploy Treasury with Group 3. In addition, deploy IHB in Group 3, Syensqo SA in Group 1

Although this option support treasury deals, cash management and inter-company loans, complexity\cost\interim interfaces remains to support non-IHB exposures and the IHB accounting. In addition, this option requires additional cut-over.

Evaluation

Criteria	Option A	Option B	Option C	Option D	Option E	Option F	Option G	Option H
	Treasury: Group 1	Treasury: Group 1	Treasury: Group 2	Treasury: Group 2	Treasury: Group 2	**Treasury: Group 2**	Treasury: Group 3	Treasury: Group 3
	IHB: Group 3	IHB: Group 3	IHB: Group 3	IHB: Group 3	IHB: Group 2	**IHB: Group 2**	IHB: Group 3	IHB: Group 3
	Syensqo SA: Group 1	Syensqo SA: Group 2	Syensqo SA: Group 1	Syensqo SA: Group 2	Syensqo SA: Group 1	**Syensqo SA: Group 2**	Syensqo SA: Group 1	Syensqo SA: Group 2
Ease of integration of Cash Management (CM)	⊖ IHB, where majority of cash resides, still in PI2 until group 3, interim interface needed, with large amount of data to support cash management and liquidity forecasts. ⊕ Group 1 entities in S4 and visible in CM ⊖ Group 2 entities not in S4, interim interface needed from WP2 to S4 with large amount of data.		⊖ IHB, where majority of cash resides, still in PI2, interim interface needed, with large amount of data ⊕ Group 1 entities in S4 and visible in CM ⊕ Group 2 entities in S4 and visible in CM	⊕ As Option C ⊖ As Option C	⊕ IHB where majority of cash resides, will be in S4 and visible in CM ⊕ Group 1 entities in S4 and visible in CM ⊕ Group 2 entities in S4 and visible in CM	⊕ As Option E	⊕ As Option E	⊕ As Option E
Rating	**Low**	**Low**	**Medium**	**Medium**	**High**	**High**	**High**	**High**
Efficient Management of IHB Exposures	IHB/PI2 goes live in Group 3 ⊖ IHB/PI2 to send exposure details to S4. New Interim interface needed.	⊖ As Option A	⊖ As Option A	⊖ As Option A	IHB and TRM go-live in S4 together. ⊕ Interim: PI2 data would continue to go to Quantum. As-is to continue.	⊕ As Option E	⊕ As Option E	⊕ As Option E
Rating	**Low**	**Low**	**Low**	**Low**	**High**	**High**	**High**	**High**
Efficient Management non-IHB Exposures	• S4 TRM will replace Quantum in Group 1. • ⊖ New "interim" interface needed to bring Group 2 entity exposure to S4	⊖ As Option A	⊕ S4 TRM will replace Quantum in Group 2. All entities and exposures are is S4 in Group 2 ⊖ New "interim" interface will be needed to send Group1 entity exposures from S4 to Quantum.	⊕⊖ As Option C	⊕⊖ As Option C	⊕⊖ As Option C	⊕ S4 TRM will replace Quantum in Group 3. ⊖ New "interim" interface will be needed to send Group1 & 2 entity exposures from S4 to Quantum.	⊕ As Option E
Rating	**Medium**	**Medium**	**Medium**	**Medium**	**Medium**	**Medium**	**Low**	**Low**

Ease of Accounting for Treasury Deals (from Header Entity)	• Deals will be processed in TRM\S4 from Group 1. • TRM\S4 will automatically Post to "2002" in S4. • Syensqo SA entity "2002" live in Group 1 • ⊕ All entries are automatically posted in S4. • ⊕ No interim interface needed.	• Deals will be processed in TRM\S4 from Group 1. • Syensqo SA entity "2002" live in Group 2 (not in S4 as yet). • ⊖ New interim interface needed to send postings from TRM\S4 to PI2.	• Deals will be processed in TRM\S4 from Group 2. • Syensqo SA "2002" live in Group 1. • Interim: Deal continue to be processed in Quantum for the interim • Interim: Current as-is process to continue for the interim period, posting accounting entries in PI2 for deals processed in Quantum. • ⊕ No new interim interface needed.	• Deals will be processed in TRM\S4 from Group 2. • TRM\S4 will automatically Post to "2002" in S4. • Syensqo SA "2002" live in Group 2. • ⊕ All entries are automatically posted in S4. • Interim: Deal continue to be processed in Quantum for the interim • Interim: Current as-is process to continue for the interim period, posting accounting entries in PI2 for deals processed in Quantum. • ⊕ No new interim interface needed.	• Deals will be processed in TRM\S4 from Group 2. • Syensqo SA "2002" live in Group 1. • Interim: Deals continue to be processed in Quantum for the interim • Interim: Current as-is process to continue for the interim period, posting accounting entries in PI2 for deals processed in Quantum. • ⊕ No new interim interface needed.	• Deals will be processed in TRM\S4 from Group 2. • TRM\S4 will automatically Post to "2002" in S4. • Syensqo SA "2002" live in Group 2. • ⊕ All entries are automatically posted in S4. • Interim: Deal continue to be processed in Quantum for the interim • Interim: Current as-is process to continue for the interim period, posting accounting entries in PI2 for deals processed in Quantum. • ⊕ No new interim interface needed.	• Deals will be processed in TRM\S4 from Group 3. • Syensqo SA "2002" live in Group 1. • Interim: Deal continue to be processed in Quantum for the interim • Interim: Current as-is process to continue for the interim period, posting accounting entries in PI2 for deals processed in Quantum. • ⊕ No new interim interface needed.	• Deals will be processed in TRM\S4 from Group 3. • Syensqo SA "2002" live in Group 2. • Interim: Deal continue to be processed in Quantum for the interim • Interim: Current as-is process to continue for the interim period, posting accounting entries in PI2 for deals processed in Quantum. • ⊕ No new interim interface needed.
Rating	**High**	**Low**	**Medium**	**High**	**Medium**	**High**	**Medium**	**Medium**
Ease of **Accounting for IHB (Syensqo SA entity 2232).**	• 2002 moved to S4 in Group 1 • ⊖ New interim interface required to post 2232\PI2 accounting into 2002\S4.	• IHB entity 2232 is in PI2. • 2002 is in PF2 until Group 2 • As-is current process posts PI2\2232 into PF2 2002. • ⊕ No new interim interface needed	• IHB in 2232 in PI2. • 2002 moved to S4 in Group 1 • ⊖ New interim interface required to post 2232\PI2 accounting into 2002\S4.	• IHB entity 2232 is in PI2. • 2002 is in PF2 until Group 2 • As-is current process posts PI2\2232 into PF2 2002. • ⊕ No new interim interface needed	• IHB moves to S4 in Group 2 2002 moves to S4 in Group 1 As-is current process continues to send postings from PI2\2232 into PF2 2002 • ⊖ New interim interface needed to send postings from PI2\2232 into 2002\S4	• IHB moves to S4 in Group 2 2002 moves to S4 in Group 2 As-is current process continues to send postings from PI2\2232 into PF2 2002 • ⊕ no new interface in the interim	• IHB moves to S4 in Group 2 2002 moves to S4 in Group 1 As-is current process continues to send postings from PI2\2232 into PF2 2002 • ⊖ New interim interface needed to send postings from PI2\2232 into 2002\S4	• IHB moves to S4 in Group 3 2002 moves to S4 in Group 2 As-is current process continues to send postings from PI2\2232 into PF2 2002 • ⊖ New interim interface needed to send postings from PI2\2232 into 2002\S4
Rating	**Low**	**High**	**Low**	**High**	**Low**	**High**	**Low**	**Low**

Ability and ease to implement and manage Intercompany Loans	• IC Loan config resides in S4\TRM • In the interim, Group 2 entities are not on S4, hence new interim interface is required to send accounting posting to WP2 • IC Settlement: payments to be sent from TRM\S4 to IHB\PI2 • New interim interface will be needed for IC loan settlements via the IHB in PI2	As Option A	• IC Loan config resides in S4\TRM • Group 1 & 2 entities are operating in S4. Accounting postings are within S4 • No new interim interface needed. • IC Settlement: payments to be sent from TRM\S4 to IHB\PI2 • New interim interface will be needed for IC loan settlements via the IHB in PI2	As Option C	• IC Loan config resides in S4\TRM • Group 1 & 2 entities are operating in S4. Accounting postings are within S4. • No new interim interface needed. • IHB is also in S4, hence IC Settlements now occur within S4 payments to be sent from TRM\S4 to IHB\PI2. • No new interim interface needed. • Current as-is process to continue in the interim.	• As Option E	As Option E	As Option E
Rating	**Low**	**Low**	**Medium**	**Medium**	**High**	**High**	**High**	**High**
Ability and ease to perform Treasury transactions outside of central Treasury Entity	TRM goes live in Group 1. Deals for Group 1 entities can be processes in S4. Deals for Group 2 entities cannot be can be processed in S4. Manual deal process will be required in the interim for Group 2 entities	As Option A As Option A	TRM goes live in Group 2. Deals for Group 1 & 2 entities can be processes in S4. Existing Process with Deal in Quantum to continue in the interim period.	As Option C	As Option C	As Option C	TRM goes live in Group 3. Deals for Group 1 & 2 entities can be processes in S4. Existing Process with Deal in Quantum to continue in the interim period.	As Option G
Rating	**Low**	**Low**	**Medium**	**Medium**	**Medium**	**Medium**	**Medium**	**Medium**
Implementation Cost Savings	5 new interim interfaces required	5 new interim interfaces required	3 new interim interfaces required	3 new interim interfaces required	1 new interim interfaces required	1 new interim interface required	1 new interface required NIL new interim interfaces required	2 new interim interfaces required
Rating	**Low**	**Low**	**Medium**	**Medium**	**High**	**High**	**High**	**Medium**
Ease of Cut-over at implementation	No extra cut-over for TRM Extra cut-over for IHB	As Option A As Option A	As Option A As Option A	As Option A As Option A	No extra cut-over for TRM No extra cut-over for IHB	No extra cut-over for TRM No extra cut-over for IHB	Extra cut-over for TRM Extra cut-over for IHB	Extra cut-over for TRM Extra cut-over for IHB
Rating	**Medium**	**Medium**	**Medium**	**Medium**	**High**	**High**	**Low**	**Low**
SUMMARY	High x 1 Medium x 2 Low x 6	High x 1 Medium x 2 Low x 6	High x 0 Medium x 7 Low x 2	High x 2 Medium x 6 Low x 1	High x 5 Medium x 3 Low x 1	High x 7 Medium x 2 Low x 0	High x 4 Medium x 2 Low x 3	High x 3 Medium x 2 Low x 3
OVERALL RATING	**Low**	**Low**	**Medium**	**Medium**	**Medium**	**High**	**Medium**	**Medium**

See also

KDD075 - Future system to support Treasury activities

KDD070 - Deployment Approach for In-House Bank (IHB)

File	Modified
PDF File KDD101 - Deployment timing for S4HANA Treasury Modules - Approval.pdf Approval	Mar 31, 2026 by CRESPIN-ext, Edouard
PDF File Fwd Treasury timing SyWay.pdf	Mar 02, 2026 by CRESPIN-ext, Edouard

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Change log

Version	Published	Changed By	Comment
CURRENT (v. 101)	**Mar 03, 2026 11:14**	**WENNINGER-ext, Sascha**	
v. 100	Mar 02, 2026 05:38	**ZAPONNE-ext, Antonio**	
v. 99	Jan 28, 2026 07:36	**ZAPONNE-ext, Antonio**	
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Mar 31, 2026	Actor	Type	Activity	Version
Approved	LEIGHTON-ext, Dean	State	changed state to Approved at 1:13 pm (State override) *Approved as per attached documents*	v101
Pending Stakeholder Review	LEIGHTON-ext, Dean	State	gave *Minor change* approval at 1:13 pm *Approved as per attached documents*	
Mar 03, 2026				
	WENNINGER-ext, Sascha	Edit	updated the page at 11:14 am	
		State	changed expiry date to '10 Mar, 2026 10:14 am' at 10:14 am	
		State	changed state to Pending Stakeholder Review at 10:14 am	v101
Edited following DA Endorsement	WENNINGER-ext, Sascha	State	gave *Minor change* approval at 10:14 am *updated title*	
		State	changed state to Edited following DA Endorsement at 10:14 am	v101

Pending Stakeholder Review	LEIGHTON-ext, Dean	State	changed expiry date to '10 Mar, 2026 04:39 am' at 4:39 am	
		State	changed state to Pending Stakeholder Review at 4:39 am	v100