



Defining the Treasurer's Agenda

2022 NeuGroup Members Agenda Survey Results



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Survey Highlights

1

Driving financial performance.

Treasurers' top priorities in 2022 are to support enterprise growth through capital structure optimization and business collaboration

- *The #1 objective is to become strategic partners to the business and other parts of finance.*

2

Going full-steam digital.

COVID-19 has accelerated finance's digital journey, with 91% of respondents expecting to retain a hybrid or virtual work environment.

- *77% of respondents expect to implement a cloud-native TMS at-scale in 12-14 months*

3

Treasury as a center of excellence.

By automating low-value work, treasury will maintain its position as the company's capital steward and a COE for risk and cash modeling.

- *69% of respondents expect treasury to remain a standalone, centralized function.*

4

Sign of talent trouble ahead.

Treasury's talent profile must change, if it is to realize its strategic vision, and technology fails if no one knows how to use it; yet . . .

- *. . . Talent alignment with business needs ranked only as 4th on the list of priorities*

Treasury's Priorities for 2022

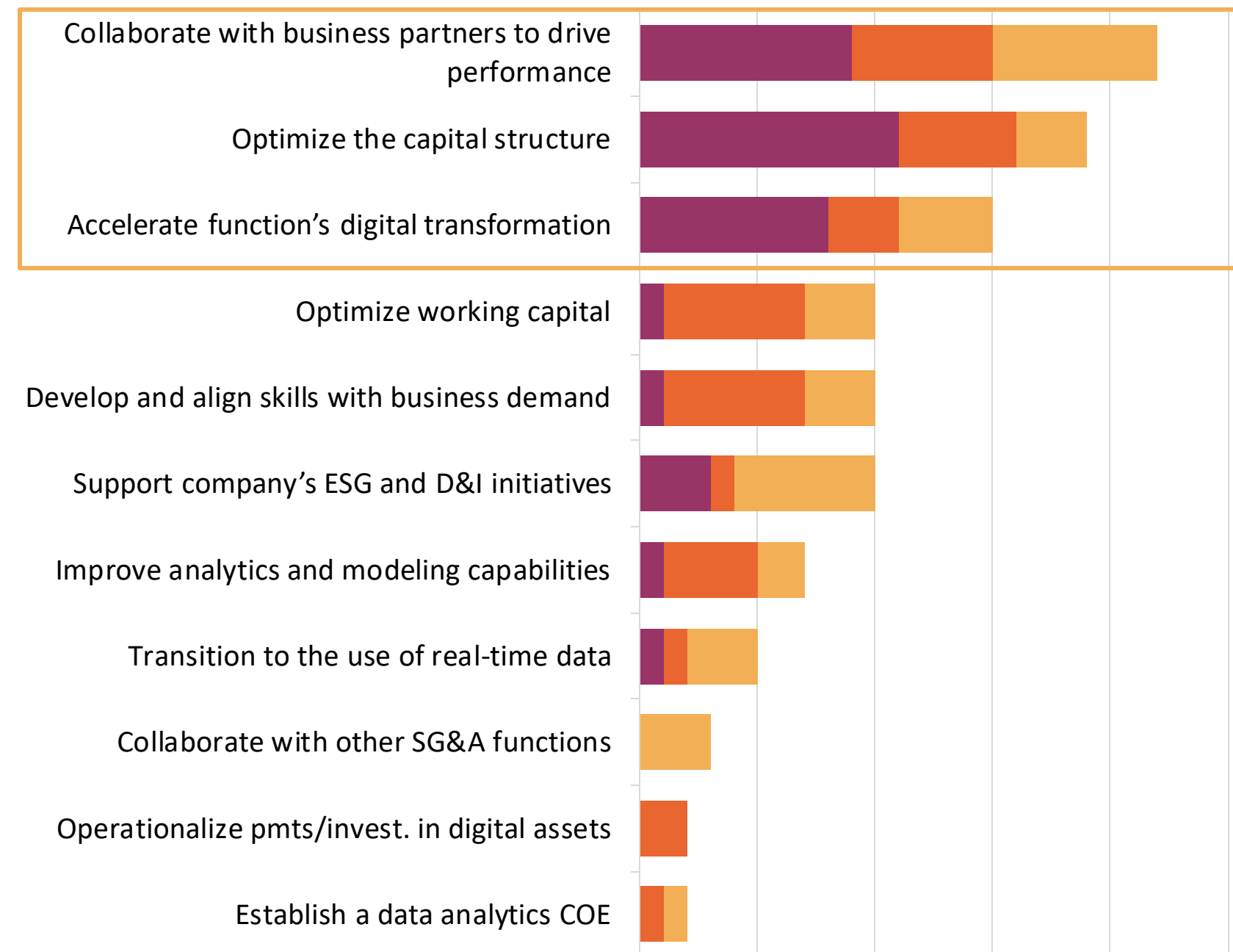
PARTNER with other parts of finance to **align** capital structure and cash modeling **with the company's strategic objectives**.

FAST-TRACK digital transformation to **free up capacity for value-creating work** and develop the **talent and skills** required to execute on it.

COLLABORATE with the business to optimize working capital from the ground up in order to **drive free cashflow**.

REPRIORITIZE? Improving **analytics and modeling capability ranked 7th** on the list, and that's worrisome. To become a strategic partner, **treasury must deliver data-driven insight**.

TOP OBJECTIVES IN 2022



■ Member's Rank 1 ■ Member's Rank 2 ■ Member's Rank 3

Q: Please select the top-three objectives for your function in 2022

Major Obstacles for Realizing Goals

RELIANCE ON LEGACY, FRUCTURED ARCHITECTURE

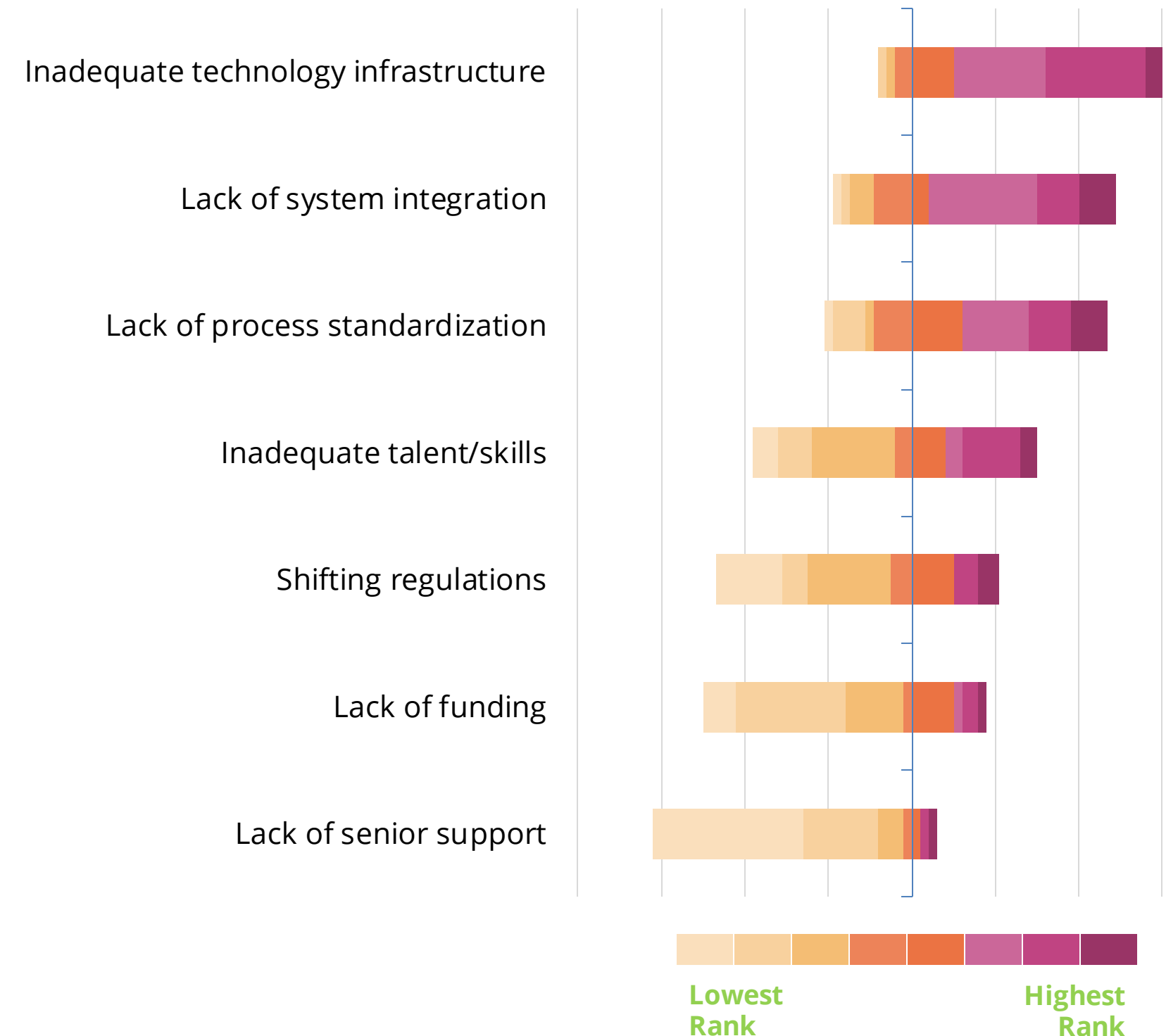
impedes **visibility into the cash lifecycle**, so treasury must build its own tech stack.

INCOGRUENT PROCESSES torpedo automation efforts. The good news is that many cloud-native tools provide **out-of-the-box, best-practice functionalities**.

HIRING AND DEVELOPING TALENT is a huge challenge, especially now. But **absent the right skills, treasury cannot elevate its stature or take advantage of advanced technologies**.

PLENTY OF FUNDING AND SUPPORT mean treasury has a **good chance of overcoming taller hurdles**.

BIGGEST OBSTACLES TO REALIZING OBJECTIVES



Q: What are the biggest obstacles to realizing these objectives?

2022 Major Risks

HIRING CONSTRAINTS were the chief risk facing companies starting this year. The great resignation has also impacted many treasuries, which are **struggling to fill open positions**.

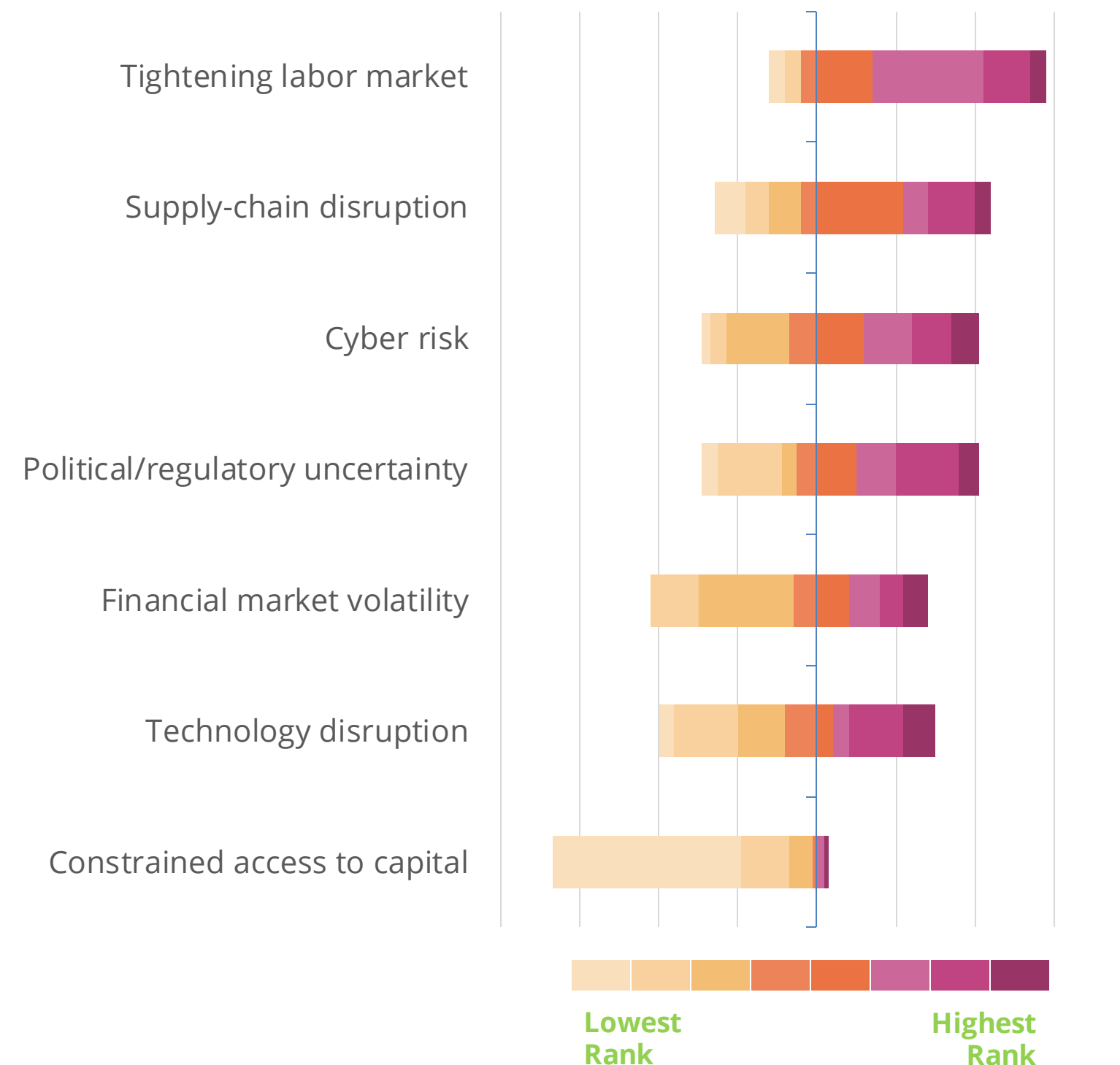
THE PANDEMIC AND THE RUSSIAN INVASION continue to disrupt supply chains, limiting companies' growth; treasury is increasingly **focused on counterparty credit risk management** and **supply-chain financing**.

GEOPOLITICAL AND REGULATORY THREATS have now shot up to the top of the list for many treasuries. US and EU **sanctions on Russia are a compliance nightmare**.

FINANCIAL MARKET VOLATILITY was not at the top, but has since become a major risk, as the war in Ukraine has sent **FX and equity markets into a tailspin**.

Q: What are the primary risks facing your organization in 2022?

BIGGEST ORGANIZATION RISKS IN 2022





Thank You for Completing Our Survey!

If you have any questions about the results,
feel free to contact:

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