



2026 Sector and Revenue Treasury Benchmark Report

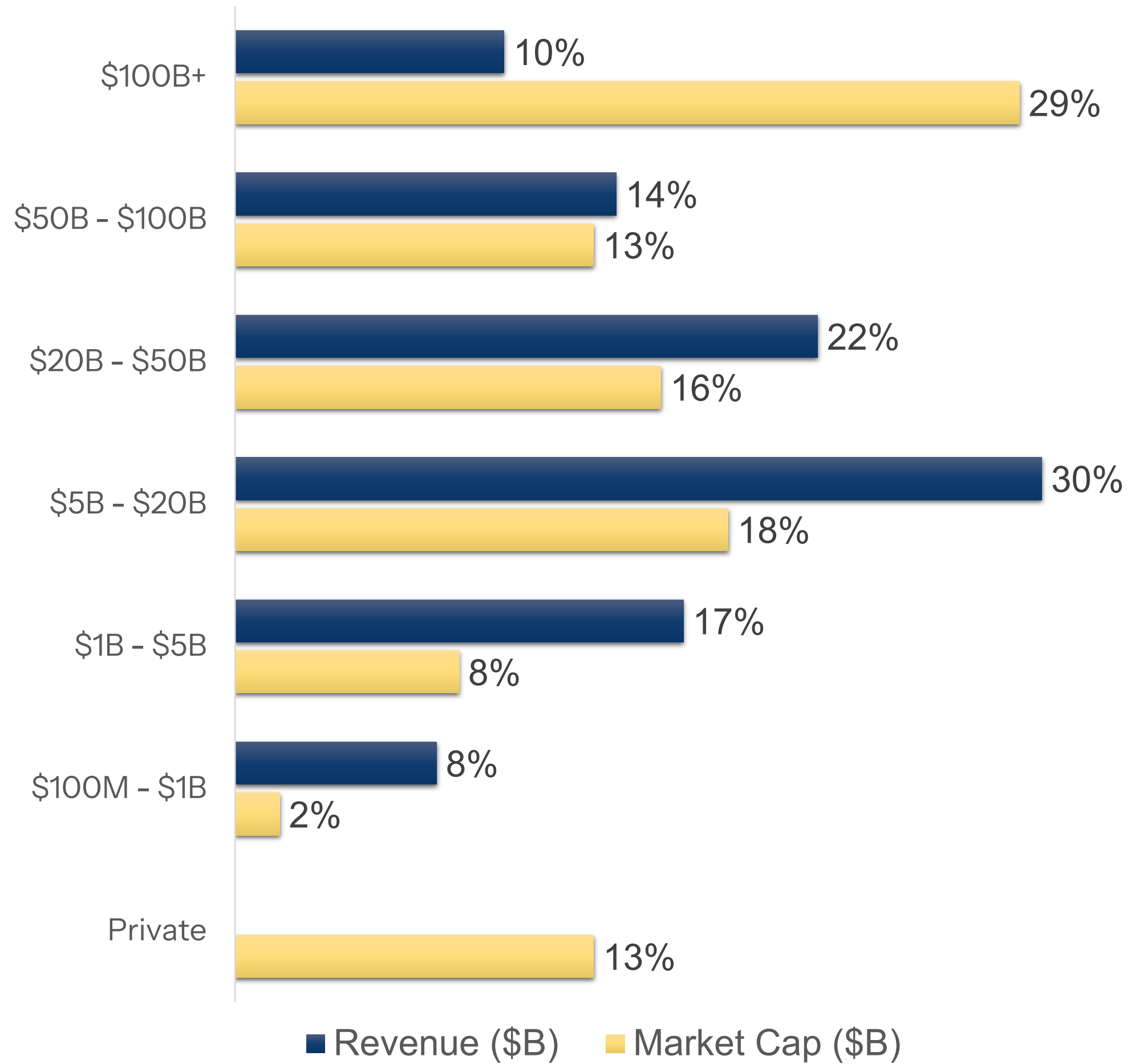
NeuGroup Member Exclusive Companion to the [2026 Treasury Outlook Report](#)

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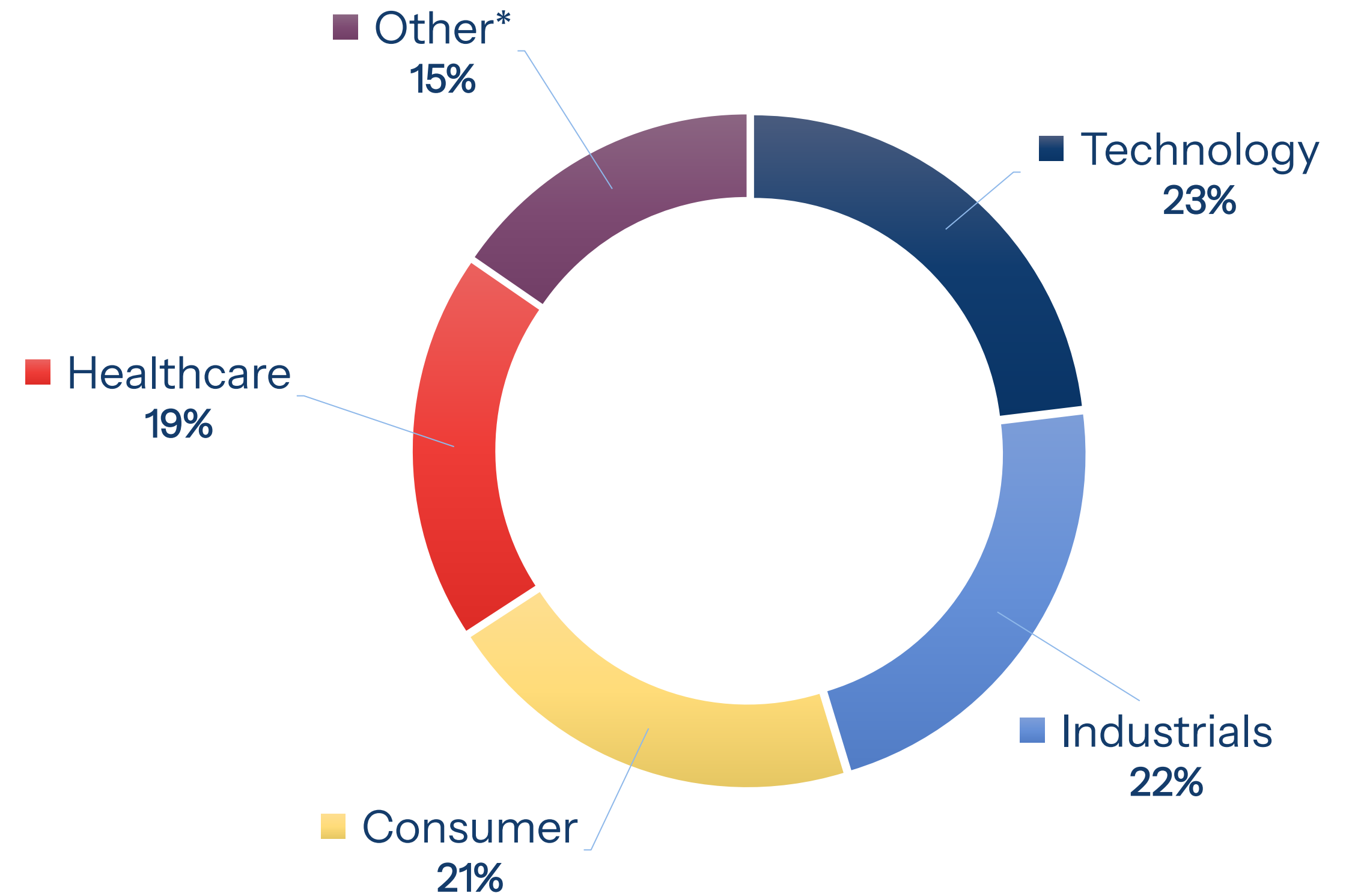
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Participant Segments

Respondents by Annual Revenue



Respondents by Sector



* Other includes financial services, natural resources, real estate and gaming, and telecoms & media

Overview and Sector Highlights

This report is a companion document to the [2026 Treasury Outlook Report](#) and is exclusive to NeuGroup members. It provides a breakout of the findings by sector and revenue bands from 120 NeuGroup member companies. The data throughout is displayed in order of the combined rankings for each question. The percentages throughout the report represent the percent of respondents.

Key Takeaways

Technology treasury teams show low GenAI implementation rates relative to peers, suggesting that familiarity with technology doesn't automatically translate into treasury transformation. Tech is the only sector where cash forecasting and AI enablement tie as the top priority.

Industrials lead in having dedicated tech staff reporting into treasury, and tie with Technology at 62% for AI enablement as a top priority, pointing to a function that is actively building the infrastructure to navigate an increasingly complex operating environment.

Healthcare stands out as the sector most focused on cash forecasting at 82%, yet it lags nearly all peers on AI adoption, suggesting a function that is prioritizing operational fundamentals over technological experimentation.

Consumer treasury teams lag most other sectors in cash forecasting automation and are the least likely to have dedicated tech staff reporting into treasury. However, they lead by a small margin in GenAI implementation.

Other sectors including natural resources, finance and telecoms, stand out as the most cost-pressured group by a wide margin with 89% citing cost pressure as a challenge. At the same time, this segment leads in fully automated cash forecasting, suggesting that financial discipline has pushed these teams further down the automation path than their peers.



2025 Retrospective— Sector View

Dollar instability had the biggest impact on treasury overall, especially among **Technology** firms, but ranked lower for **Industrials**, **Consumer** and **Healthcare** companies.

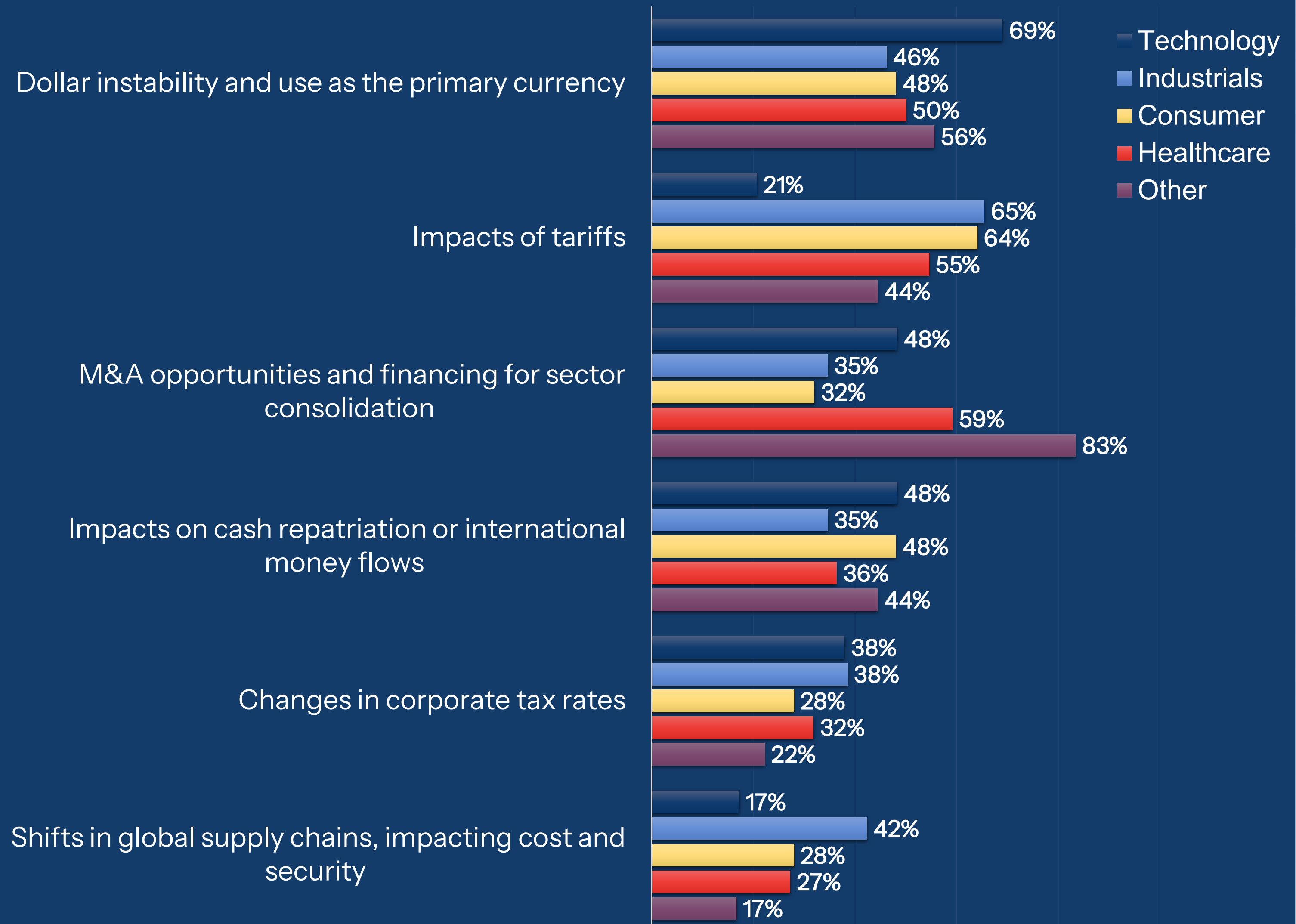
Tariffs had the greatest impact on treasury according to **Industrials** and **Consumer** companies. These industries are directly impacted by import costs. Tariffs did not have a meaningful impact among technology software and services firms. Hardware sellers were more likely to cite tariffs as an impacting factor.

M&A opportunities ranked high among companies in the ‘**Other**’ sectors category. 83% of companies in this segment cited M&A as an area impacted in 2025. Companies in the natural resources and media and telecom sectors all selected this option. These industries were looking out for opportunities to acquire organizations. This was also the top area for **Healthcare** firms, particularly those in the biotech and pharma industries.

Shifts in global supply chains ranked relatively high for **Industrials**. This was the third biggest factor for **Industrials** which were also contending with tariff uncertainty.



Which of the Following Areas Had the Greatest Impact on Treasury at Your Company in 2025?



NeuGroup members can access the full report on their community page [here](#).

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