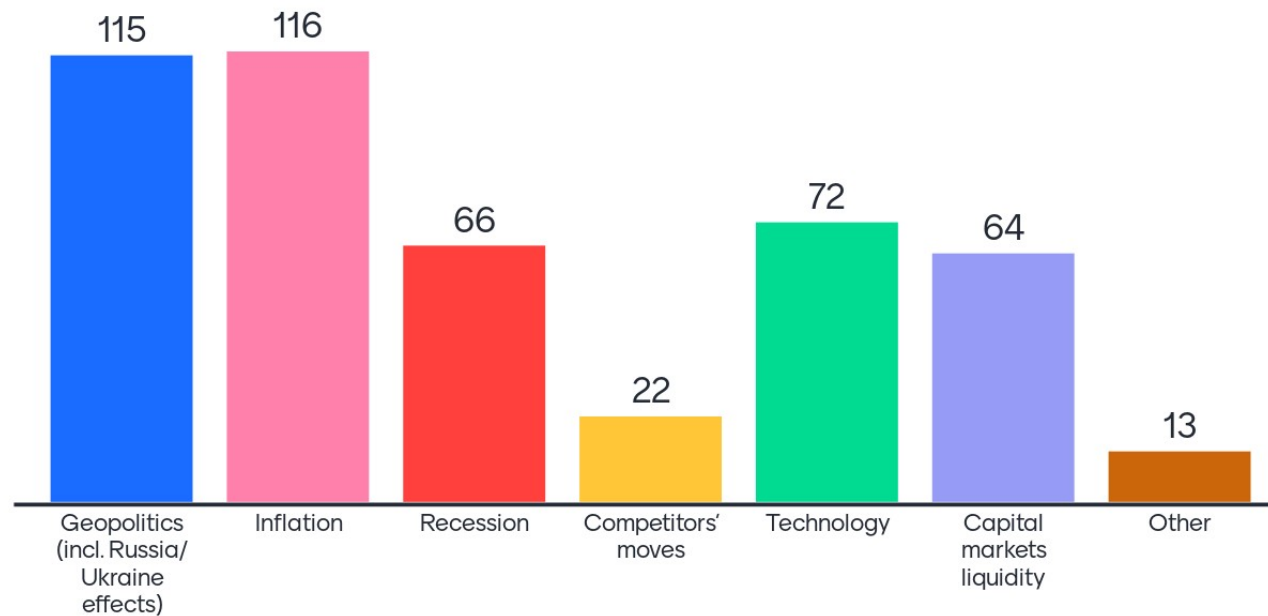


# OPENING KEYNOTE: Time to be bold – Which factor(s) do you watch most closely?

Mentimeter



186



# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business

Mentimeter

Effective stakeholder communication

Speak up and explain what you do and CONNECT

Partnering

.

Na

Collaboration

Business understanding

Stronger control over cash forecasting

New Role is finance business partner

# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business



Take the initiative to discuss the idea of supplier financing with procurement for managing cost inflation, and ESG

Centralization

Show better to the rest of the organization what Treasury actually does and supports with.

Supply chain monitoring

Ensuring you have one single source of truth, so that you have a reliable feed of information (my role is a consultant)

Consultant

Cost transparency

Analytical tools

Increased resources

# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business

Mentimeter

A good Treasury Management System

Better partnering to understand business needs  
(competitive dynamics, etc)

Shared workforces

Additional resources !

Tight cooperation with procurment to control commodity  
price risk

Business partnering

Sales and Relationship

Treasury Management System

To set aside time to chat to the business and learn about  
what they do and what their pain points are.

# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business



Global Coverage

Business partnering

Close cooperation with Procurement to ensure understanding of risk from purchasing in other CCY than the Group's one

Schedule time for global partnering in active projects

Evaluate currency risk

Implement E2E processes

Sharing of reliable data across departments

Communication

Collaboration & Sharing

# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business

Mentimeter

Share insight - KEY

Ressource allocation

consulting

Involving of Procurement in time is key

Cross-organizational collaboration

Technology

Raw materials risk management

Demonstration of how treasury can help the business is the best door opener to collaboration between cross functions

Understanding the business needs better and contributing

# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business

Mentimeter

.	Ok	More efficient and accurate processes
More focus on understanding the commercial side of the business.	Focus on value added projekt	Working Capital
Business development Euronext (non Treasury function)	Automating daily tasks to allow for more time talking to business	Professional

# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business

Mentimeter

Forecast

Globalisation

Select the right persons to be an effective BP and execute

Collaborating with different teams and departments.

Digitalisation on trade finance. Digitalisation of rfp.  
Digitalisation of Quality of Banks products surveys

Become more visible in the organization (open up for partnering with the wider organization) to provide more value creation impact.

More business and industry understanding

Listening and understanding the business. Being collaborative.....

Shared service center



# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business

Mentimeter

Treasury being responsible for payment and collection policy and process

Xx

Cfo involvement

Cash flow control

More FTE's in treasury

Be close to business to understand upcoming new projects.

Agree with Nikolaj that it is important for Treasury to prove themselves for the business.

Having regular meetings with other functions on how to drive agenda together

Treasury assistant

# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business



Additional resources, management support

Being closer to the operation/business to be able to make an earlier and better impact

Better understanding of ESG drivers and business impacts and how Treasury can do more than basic Green funding and also work with procurement and other stakeholder team to secure the right business dynamics engaging the wider value chain

Help to understand what financial risks do from Treasury's perspective, and how to use it to reach opportunities and growth potential.

Collaboration with supply chain

Better collaboration with other Teams in the company

Finance consultant

Improve working capital

Psychological safety at work

# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business

CFO buy in on Working capital agenda, need of treasury & working capital system

Close collaboration with the business areas

A TMS

ALM

Infuse cash culture within company is key. I truly believed that companies are too driven by p&l and not enough by cash flow statement

Forecasting

Automatic update of forward rates in full cost calculations

Build in multiple operational metrics and drivers towards your budget and forecasting work, to aid in financial, operational and strategic planning.

Work closely with banks and system vendors. Consultant

# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business

Mentimeter

Continuous close collaboration with entire business.

Make our expertise more easily available to all functions across the Group.

Regular Cross function meetings

Make sure to pick the right team members!

Put Treasury on the groups radar to get buyin for collaboration

Ask questions

Insight an understanding of Treasury prosesses and possible impacts on improving business

Business partners being close to key business centers in the Organisation understand and cooperate

Technology. Systems

# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business

contribute with knowlesge on financing cost and risk in projects

Thinking about the end to end process and where the treasury can support the business outside the treasury box

Better cash forecasting

More ressources, as huge coordination, meetings and cross learning needs to be done. I am all for it but it is a little bit "perfect world" ...

Collaborate with other departments internally and share business insights enabling better business decisions

Strengthen the ties to other departements and shows how you can help drive value.

Walk to other departments to meet in person to create network

Take the initiative and be proactive to be involved in more areas of the business.

Quick reaction

# On business partnering: Please write one action point that you think could strengthen your treasury's impact on your group's business

 Mentimeter

Cross department collaboration on necessary features from banks in relation to selecting new bank

More management support

simplification/ digitalization

No



# Track A (Nailing the deal) poll question

# What do you see as the key risks for the future of your funding portfolio?

Mentimeter

ESG

Appetite from investors

Rapid rate rises

Volatility

Funding restrictions for tobacco industry

Credit spreads, ESG greenwashing

Currency mix in FFO, credit spreads, inflation

Refinancing at maturity, spreads

Interest rates, inflation and growth

27





# What do you see as the key risks for the future of your funding portfolio?

Pressure on margins  
Underlying interest rates

Cash forecast accuracy

Interest rate  
Esg

Pricing, availability, security value

Interest rate risk

Restrictions, sanctions

Dislike of industry  
ESG requirements

Inflation  
Environmental funding  
Political disruption

Inefficient Capital Markets in Europe

# What do you see as the key risks for the future of your funding portfolio?

Market will require lower leverage for Oil & Gas sector

Pricing

Geopolitical risks Bank strategy Change is the new normal

Credit spreads Sanction restrictions

1 supply issue - future cash flows 2 inflation - interest rates 3  
Bond market conditions

1) Increasing rates 2) Banks / credit insurers reaction on  
Supply Chain Finance and other short-term/uncommitted  
funding

Hedge fund speculations

Kyc

Refinancing risk

# What do you see as the key risks for the future of your funding portfolio?

Are we entering a new regime with much higher inflation and interest rates?

Kyc

pricing

1 prediction of cash flow - actual cash flow

ESG requirements from bond investors and banks

Beyond std economic factors then ESG risks linked to sustainable financing. How can treasurers best optimize the assessment of cross-asset correlated risks related to different parameters/ SDG affecting their green facilities?

# Track B (tech) poll question

30



# Please mention 1–3 action points that you think could strengthen your treasury or financial function through technology.

Consultant	- buyer finance platform	VisibilityCapability
Automation or routine work	Api connectivity	Real time visibility and real time cash forecasting
Effective	Financial consultant	Integrations

Please mention 1–3 action points that you think could strengthen your treasury or financial function through technology.

Dr

Modern tech

Supply chain finance platform

User friendliness, timing

Pobo

Fast

Cash forecastingFX forecasting

Cash flow forecasting. Cash visibility.Payment tracking.

A TMS

# Please mention 1–3 action points that you think could strengthen your treasury or financial function through technology.

Change, E2E Processes, Technology

Supply chain finance platform

AIP

Competences

API, SWIFT Gpi, real-time

Tms rfp

Better utilization of the TMS.

Smooth implementation of TMS modules

Cross function

# Please mention 1–3 action points that you think could strengthen your treasury or financial function through technology.

TMS SYSTEMERP SYSTEM

Treasury Mangement System

Connect different systems to a higher degree

Automated settlement of FX deals. TMS supporting realized/unrealized gains/losses calculations for booking purposes as well as supporting hedge accounting function

A new TMS

RPAML for risk management

New TMSCash Management IT toolPayment solution

A Global Cash Pool

Better understanding of where technology can add value through treasury processes. Employees with the right competence



# Please mention 1–3 action points that you think could strengthen your treasury or financial function through technology.

Dashboard improvements

Automated reconciliation Bank connectivity

Forecasting incoming payments through AI and machine learning

API TRM system - Better overview, integration of other systems

Straight through processing. Automated payments.

APIs with Banks and Corporate treasury within all transaction banking products and fx. Digitalisation of trade finance documents

1 Updated numbers  
2 Share knowledge  
3 Ensure alignment across org

Implement API

High performance integrated TRM system  
Solutions to analyze and sort data with probable results prior human interaction

# Please mention 1–3 action points that you think could strengthen your treasury or financial function through technology.

Automation ControlSpeed

Reporting on demand Cheaper payment solutions

Better oversight of liquidity and exposure analysis on any climate risks impacting green funding...

APIs

Short learning curve

Smart suggestions of deals to be done within TMS

Integrated systems

More automated in-house-bank setup

Transparency and automation

# Please mention 1–3 action points that you think could strengthen your treasury or financial function through technology.

More open and accessible data from our TMS, and closer participation from IT developers use and spec that data to be useful.

As a baseline centralized cash visibility. Cash forecast. Bank connectivity. Consultant

Payments

Advanced analytics, bank agnostic API's, treasury resources with tech background

Digitalisation of trade finance

APIs, MT940, virtual accounts

Global visibility across all subsidiaries. Smart and configurable payments aligned to real world events

Apply data analysis on payment patterns

Stream lining operation Eliminate manual processes

# Please mention 1–3 action points that you think could strengthen your treasury or financial function through technology.

More transparency

One common approach from Banks on KYC and AML

Automation Speed Control

Automation SpeedControl

- Software that can review driving variables, analyze them, run multiple scenarios based on operational input to identify the best setup financially, operationally and strategically. Presented dynamically.

Automation

System integration, API connectivity, coverage.

One common approach by Banks on KYC and AML

Straight-through payment Processing, Improve TMS integration into Corporate IT landscape- not only ERPs but also planning and reporting Tools, data management, etc.

# Please mention 1–3 action points that you think could strengthen your treasury or financial function through technology.

E2E integration, Real time connectivity, Real time reconciliation

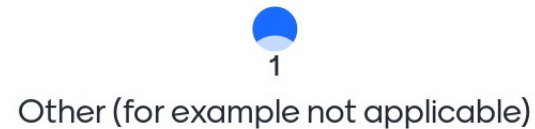
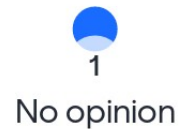
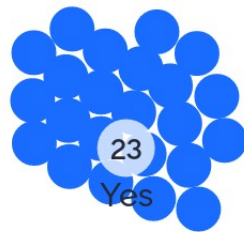
Sharing and higher level of digitalization competence

Modern and efficient TMS

# Cash and forecasting – Our questions to you

# Do you believe that AI would be capable to support your organization's cash flow forecasting within three years?

Mentimeter



# Please list 1–3 key improvement areas you see in cash flow forecasting (generally, not necessarily tech-related).

Mentimeter

Reliability

Collections forecasting

Atomization in the collection of data needed and afterwards AI and smart crunching and intelligence building

Master data quality  
Other inflows  
Cost input from subsidiaries

Forecasting the unexpected  
Learning from mismatches

More efficient use of existing data in the company, system support

AI analysis of historical cashflows to build a basis for the forecast

- Proper assumptions of the future- Data quality

Forecast Vs actual analysis



Please list 1–3 key improvement areas you see in cash flow forecasting (generally, not necessarily tech-related).

 Mentimeter

Automation

Using AI, less manually forecasting

Act vs Fcst, analysis of customer payment  
run behavior, understand the impact of  
AR/AP instruments on liquidity  
management

Ai

SpeedAccuracy

# Building an agile treasury – Our question to you



Please list 1–3 points you think could be the most important to focus on, in the initial buildup of a treasury function

 Mentimeter

consultant

Data quality

consolidate liquidity and capture and  
handle currency exposure

Data qualityManagement awerness  
for strategic decision

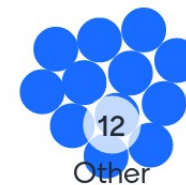
2



# Investing the cash – This is our question to you

# How does your treasury primarily invest your group's excess cash?

Mentimeter



# Any additional comment about cash investments (at your group, or in general)?

 Mentimeter

3x mm funds

No

New issue, before we did not really have excess cash

Excellent presentation

Dividends

No

Thank you!

