

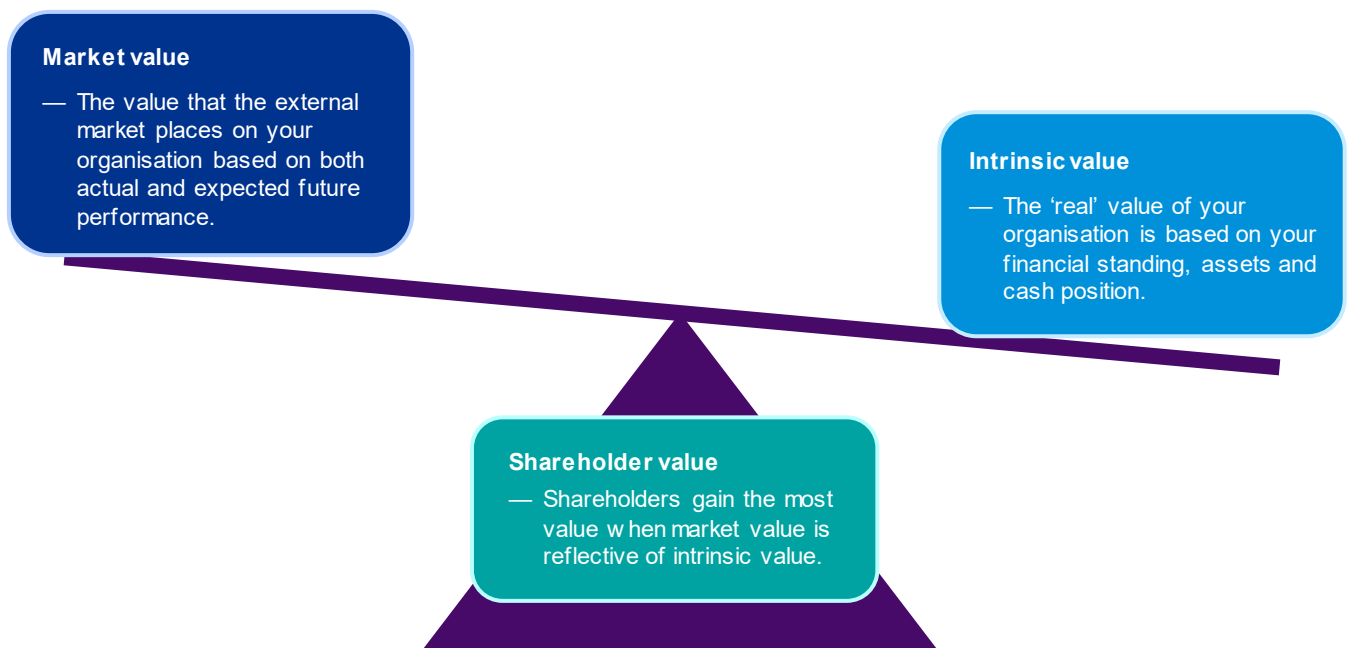
The future of finance

Strategy and value

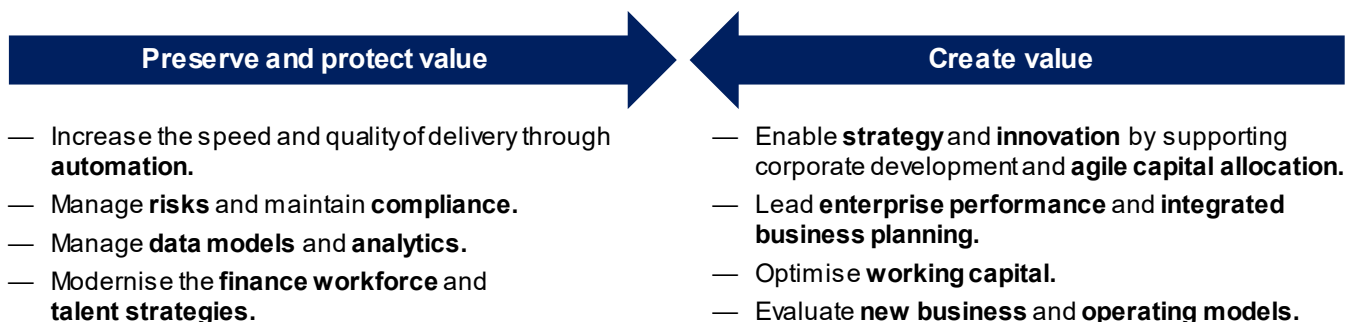
September 2021

How does Finance deliver organisational value?

Leading CFOs are expected to both accurately **maintain the financial statements** and **maximise value for the shareholders** by providing the right **data insights and support to the CEO**. Shareholder value is a reflection of **market value** (driving share price) and **intrinsic value** (driving dividends) and Finance functions should be the **stewards of that data** to help ensure accuracy.



Leading CFOs leverage extreme automation, data and a modernised workforce to enable an increased focus on value creation.



Is your Finance function ready to become a strategic partner to the enterprise?

The shift can be complex for the Finance function who have had to transition from **traditional scorekeeper and controller** roles to **strategic partners to the business**. However, thanks to their financial acumen, data ownership and business understanding, it is clear that **no other function is better positioned** to take on this challenge.

Leading CFOs are serving as a strategic partner to maximise organisational value

Finance is best positioned to **build value** when aligned to **corporate strategy** and serving as a **strategic partner** to the business. The CFO has six levers available to help drive **corporate strategy** and increase **shareholder value**.

- CFO value levers**
- 1. Compare market value to intrinsic value**
Examine share performance relative to comparables, underlying financial performance, cash generation, investments and future expected performance.
 - 2. Implement operational improvements**
Analyse fluctuations in value based on improvements in sales growth, margin and capital intensity; prioritise operational improvements for business units.
 - 3. Implement better tax strategies**
Planning for acquisitions and divestiture, financing transactions or cross-border trade.
 - 4. Divest unprofitable business**
Test the market to understand what business units are worth more to others than to you and evaluate exit strategies.
 - 5. Improve capital structure**
Evaluate the appetite and ability to take on more debt; improve operating performance.
 - 6. Invest in new growth opportunities**
Investigate organic opportunities and identify potential vertical or adjacent acquisition targets.

How do you get started?

 <p>Understand your value levers</p>	 <p>Find where value is created and destroyed across the business</p>	 <p>Actively manage the investment portfolio</p>	 <p>Embed value-based management throughout the business</p>
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Finance organisations globally are increasingly driving the mandate to deliver value

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