



Working Capital Leadership Conference

THRIVING IN UNCERTAIN TIMES

Panel Discussion

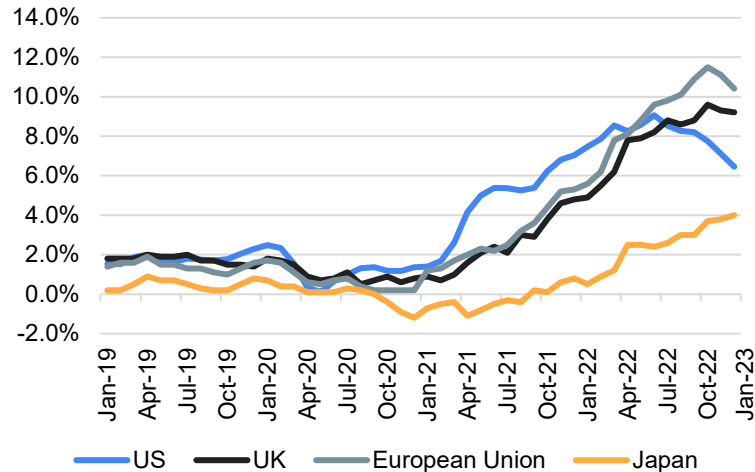
Craig Jeffery, Strategic Treasurer

Todd Yoder, Fluor

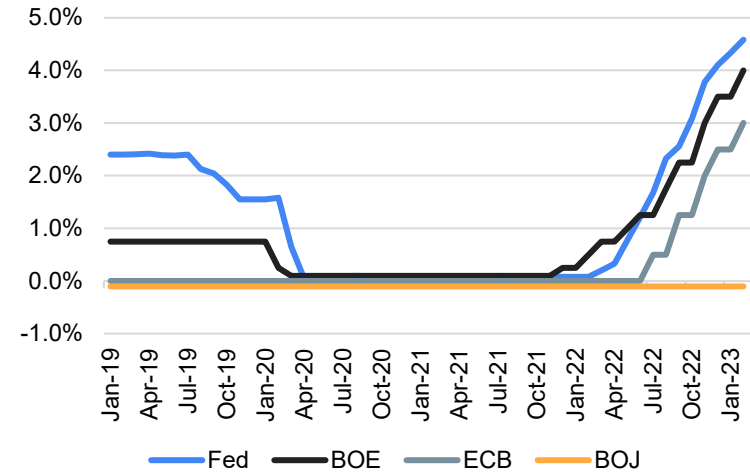
Vikas Shah, LSQ

MACROECONOMIC ENVIRONMENT

Inflation



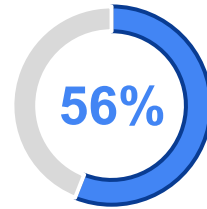
Interest rates



FORECASTING

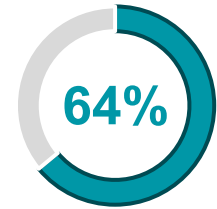
TIME ALLOCATION

Most time spent on



Forecasting

If we had the tools and/or time we would



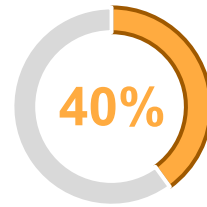
Spend more time improving our forecasting

————— Top responses —————

FORECASTING

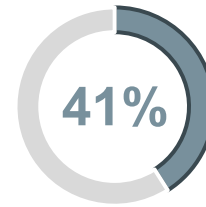
PRESSURES & PLANS

46% lack time for some responsibilities. Which responsibilities?

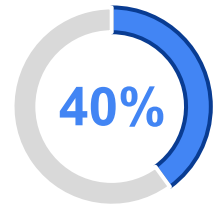


Forecasting

Plans for significant IT investment in the next year



Treasury



Forecasting

————— Top responses —————

CREDIT

Expectations for balance of power in lending over the next year:

BALANCE OF POWER

+25%
Borrowers



2 years ago

=
Equilibrium



1 year ago

+50%
Lenders



Current

Compared to typical times, our timing for paying vendors and suppliers has extended:

AR CONCERNS

HOW A CRISIS
AFFECTED PAYMENTS

