

2023 TREASURY PERSPECTIVES SURVEY RESULTS



MICHAEL GORDON

Senior Vice President of Treasury Management
Sales New England, TD Bank

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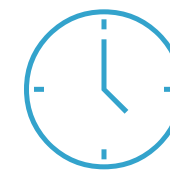
CRAIG JEFFERY

Founder & Managing Partner, Strategic Treasurer



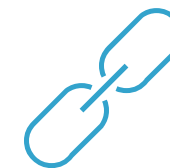
WHAT

Evaluating survey results and discussing
implications for organizations in 2023
and beyond.



WHEN

Thursday, April 20, 2023
11:00 AM – 12:00 PM EDT



WHERE

Live online presentation
Replays at StrategicTreasurer.com



FP&A

Certified Corporate
Financial Planning &
Analysis Professional



This presentation is provided by Strategic Treasurer and TD Bank

ABOUT THE SPEAKERS

GET TO KNOW TODAY'S SUBJECT MATTER EXPERTS



MICHAEL GORDON

Michael Gordon is Head of Sales for the TD Bank New England Treasury Management Sales team. He began his career as the manager of treasury operations for an S&P 500 insurance company and leveraged his operational experience to lead sales teams at KeyBank and Citizens Bank before joining TD Bank in 2019. Michael resides in Cape Elizabeth, Maine, where he and his family enjoy sports and outdoor activities.



TOM GREGORY

Mr. Gregory is the Head of Commercial & Government Product Sales at TD Bank. Prior to joining TD, Gregory was Director of Decision Support Consulting Services at Automated Financial Systems of Exton, PA, where he worked with several of the top 50 U.S. banks. Gregory did his undergraduate and graduate work at Drexel University in Philadelphia and resides in Swarthmore, Pennsylvania.



CRAIG JEFFERY

Craig Jeffery formed Strategic Treasurer in 2004 to provide corporate, educational and government entities direct access to comprehensive and current assistance with their treasury and financial process needs.

His 30+ years of financial and treasury experience as a practitioner and as a consultant have uniquely qualified him to help organizations craft realistic goals and achieve significant benefits quickly.

TOPICS OF DISCUSSION

KEY AREAS OF FOCUS &
ANALYSIS



ABOUT THE SURVEY

KEY POINTS OF INTEREST



OUTLOOK & CONCERNS

GLOBAL & ORGANIZATIONAL



INNOVATION & TECHNOLOGY

SENTIMENTS & USE



BORROWING

IMPACT & COVENANTS



SECURITY TRAINING

FREQUENCY & CONTENT



KEY TAKEAWAYS

FROM THE RESEARCH

SURVEY QUICK STATS

2023 TREASURY PERSPECTIVES



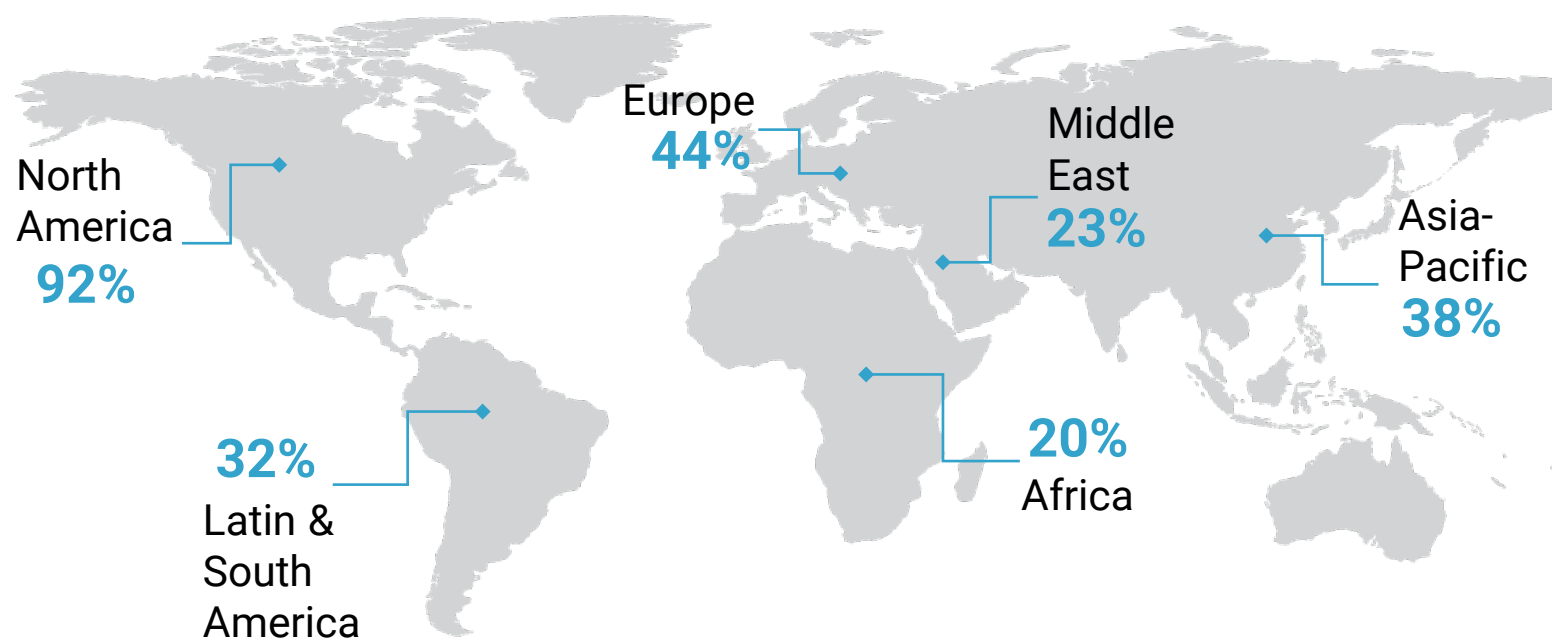
 **350+**
Respondents

5th 
Year of Research

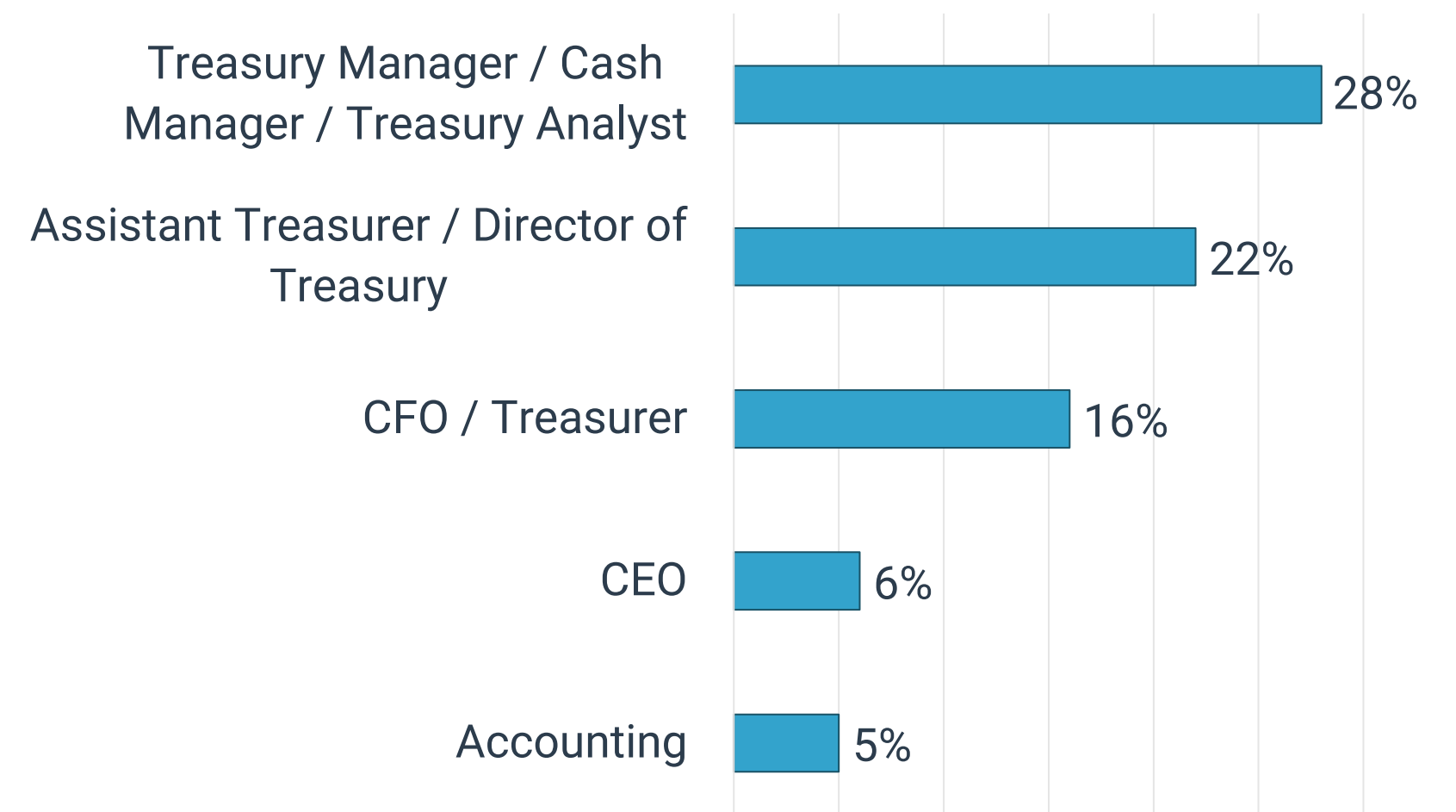
 **10** Week
Survey Run-Time

 **100+** Questions

Regions of Operations



Top Respondent Roles

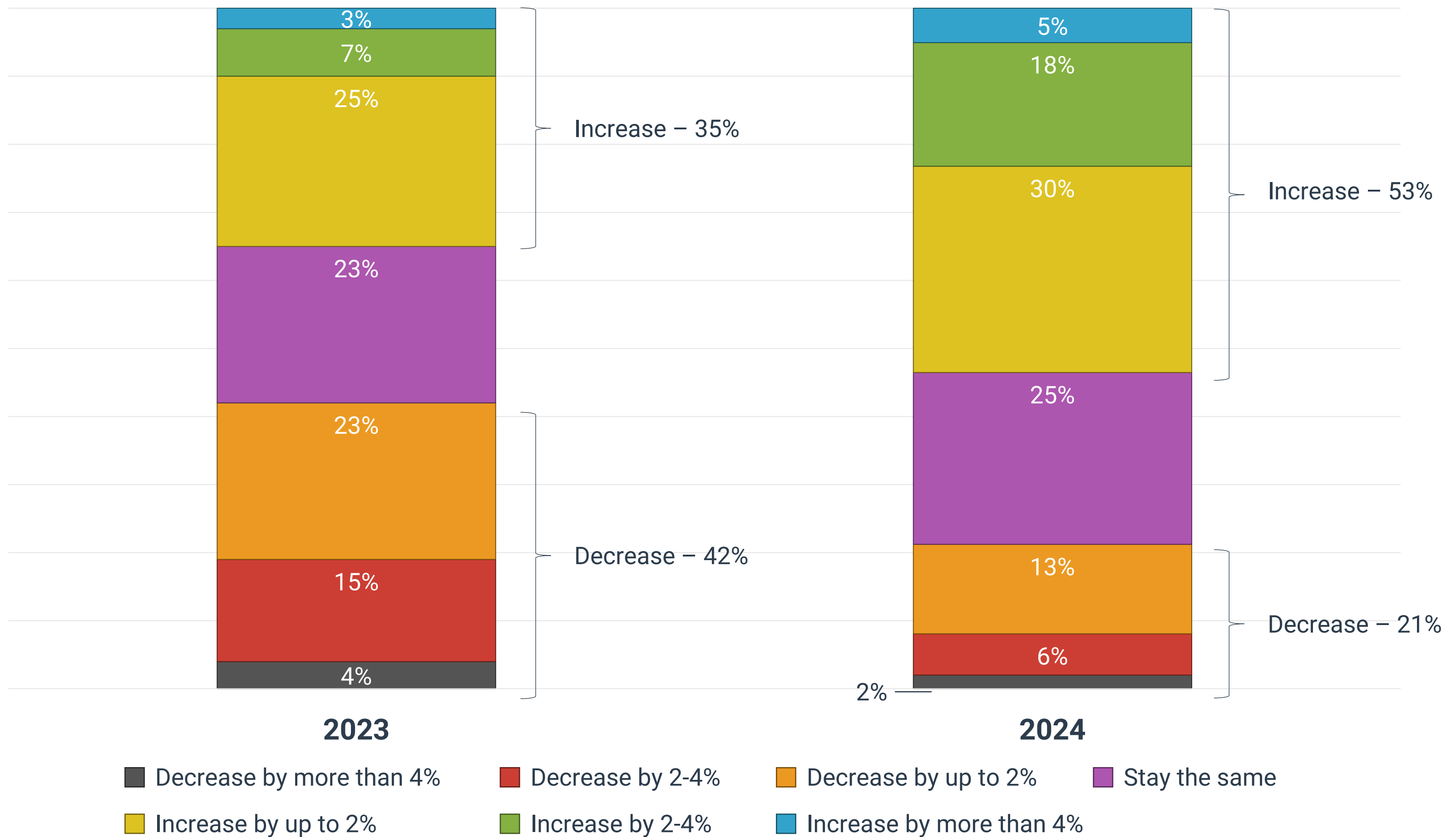


#GOSTRATEGIC

GLOBAL ECONOMIC OUTLOOK

HIGHLY NEGATIVE FOR 2023

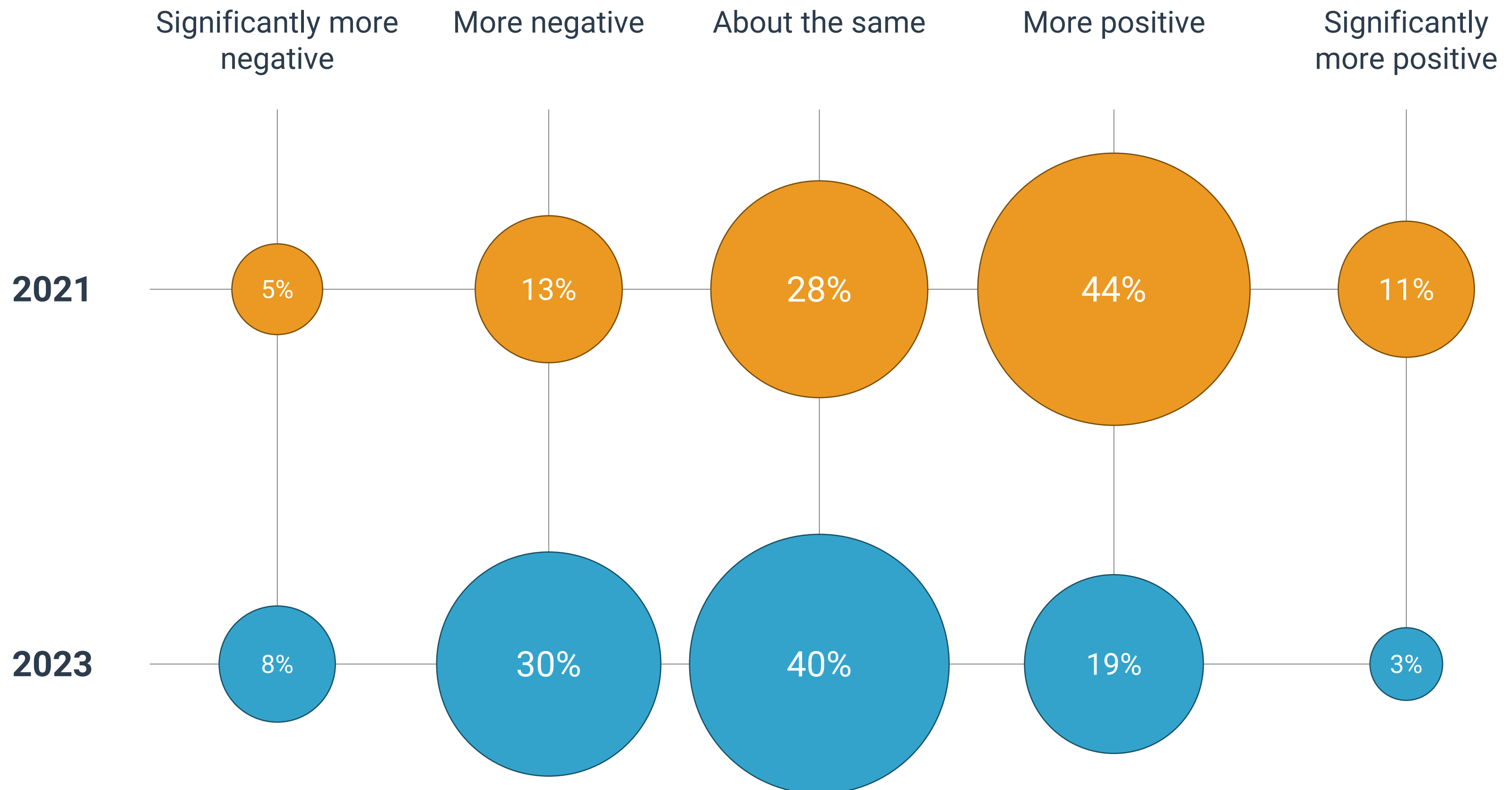
» Corporate: *In the upcoming years, we expect the Gross Domestic Product (GDP) of the country where we are headquartered to:*



PESSIMISM

TWICE THE RATE OF OPTIMISM

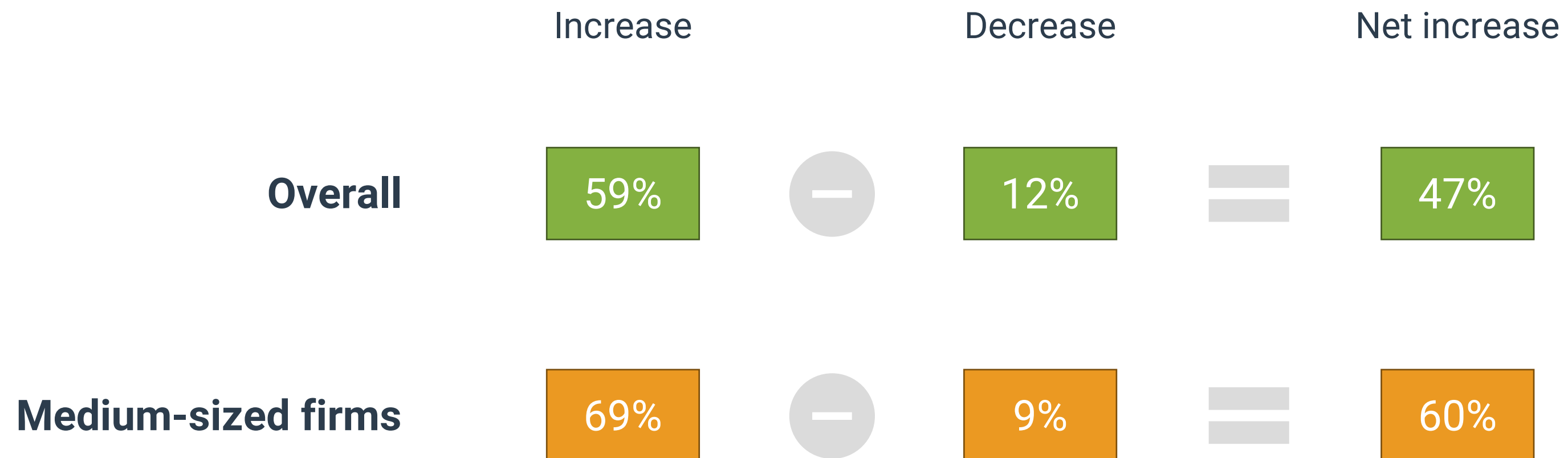
» Corporate: Over the past 12 months, how has the outlook for your organization changed?



REVENUE EXPECTATIONS

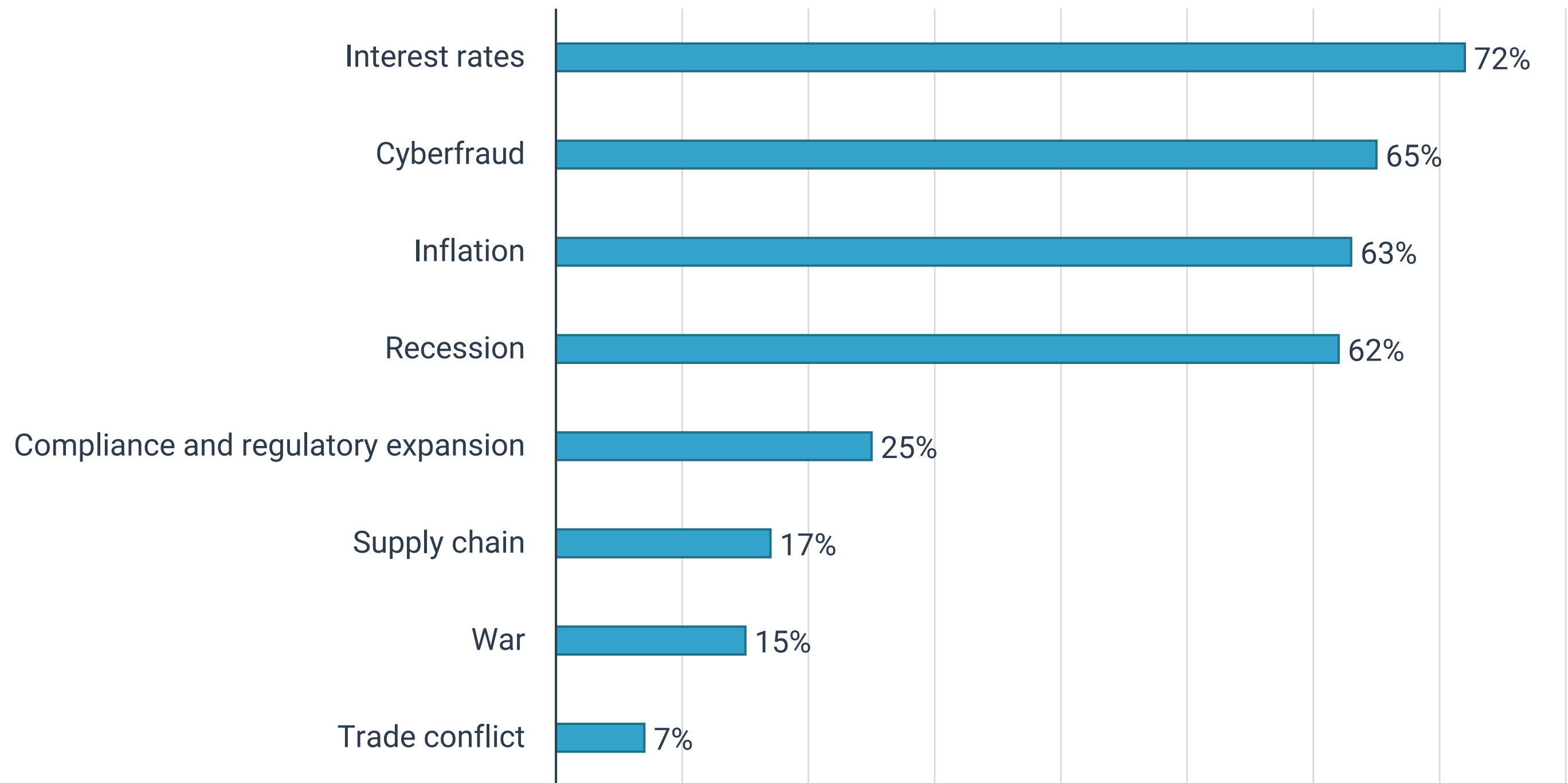
MEDIUM-SIZED FIRMS HAVE HIGHER EXPECTATIONS FOR AN INCREASE IN REVENUE

» Corporate: *In the next year, we expect our sales / revenue to:*



POLL QUESTION

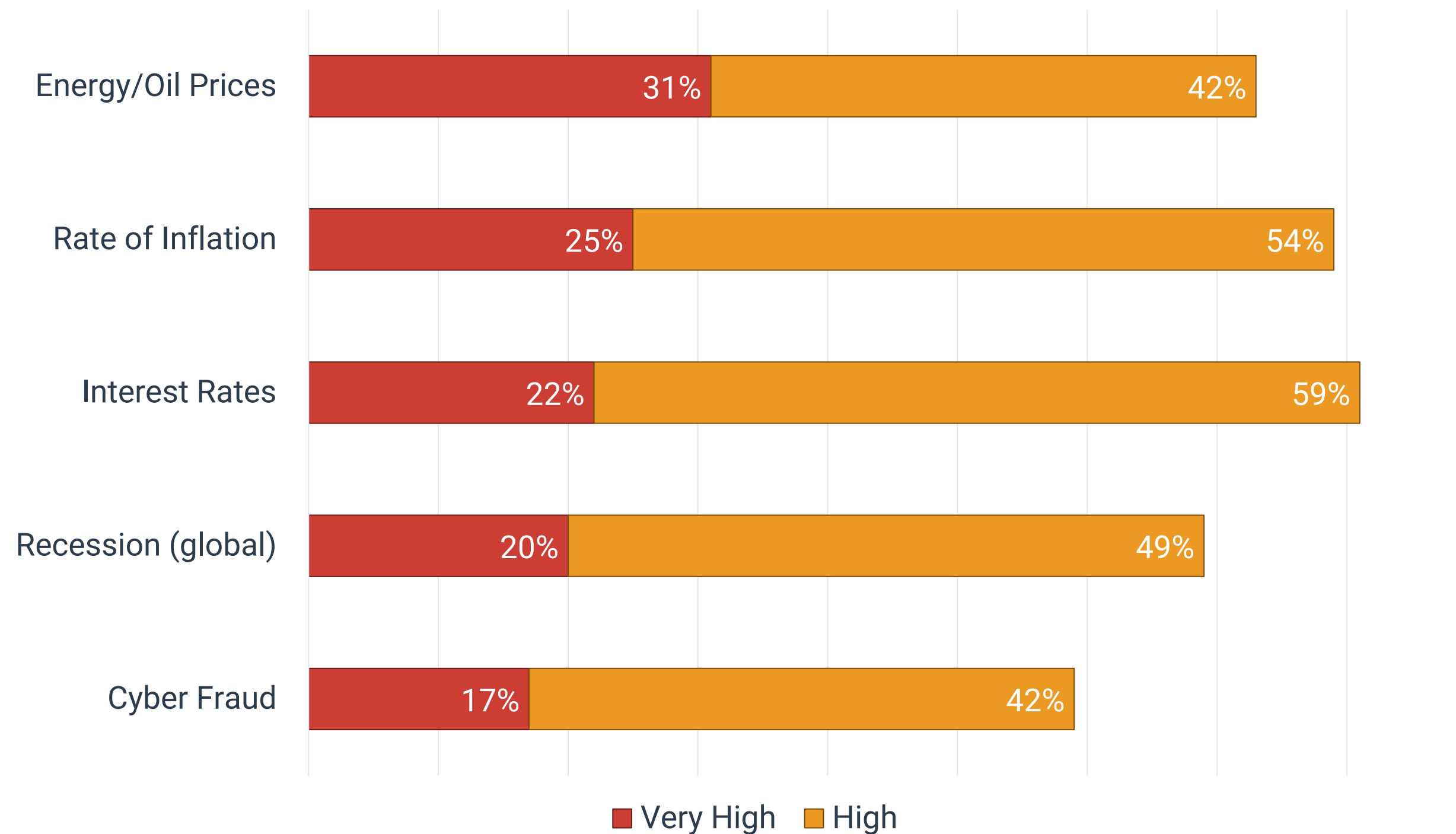
Poll 1 - The following are significant concerns for us in 2023: (select all that apply)



TOP CONCERNS

ENERGY PRICES, INFLATION AND INTEREST RATES ARE MOST CONCERNING

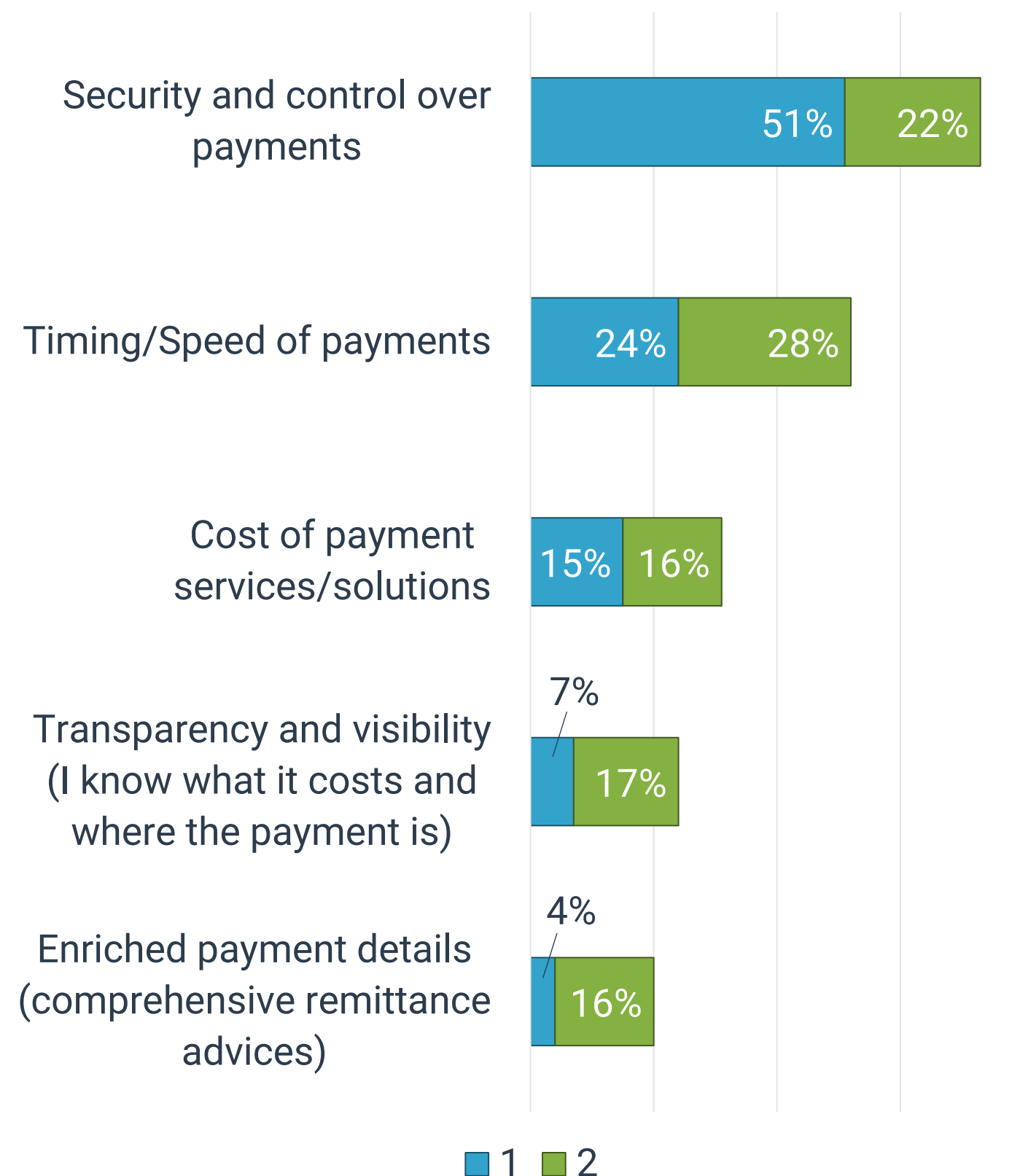
» Corporate: Please indicate your level of concern the following will or may impact global economic and operational risks.



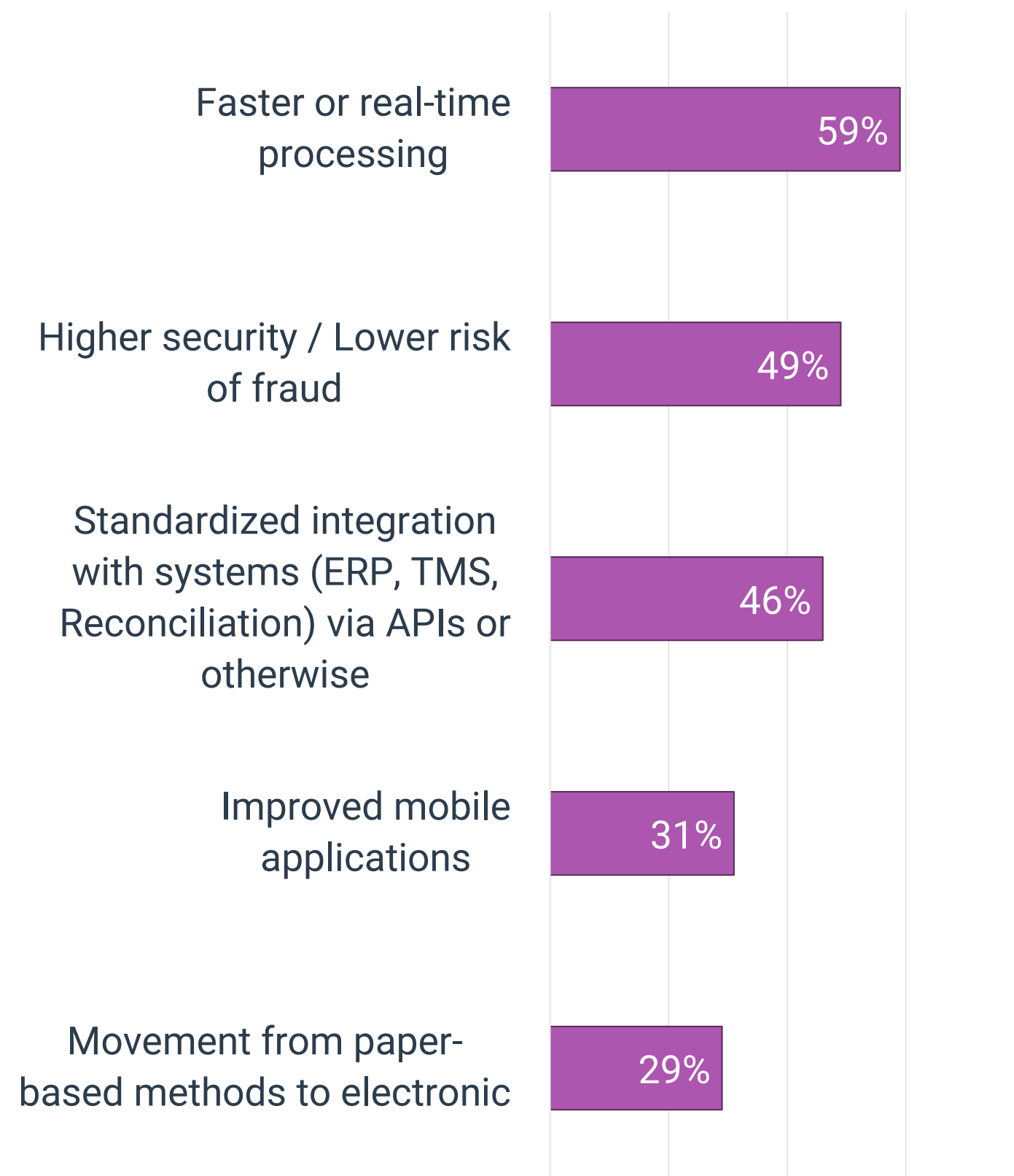
PAYMENT FEATURES AND INNOVATION

SECURITY AND SPEED TOP THE LIST

» Corporate: Please arrange the following payment features in terms of importance (Order from 1 (most important) to 5 (least important))



» Corporate: Where do you expect to see the largest amount of growth in payments innovation in the next three (3) years? (Select all that apply)

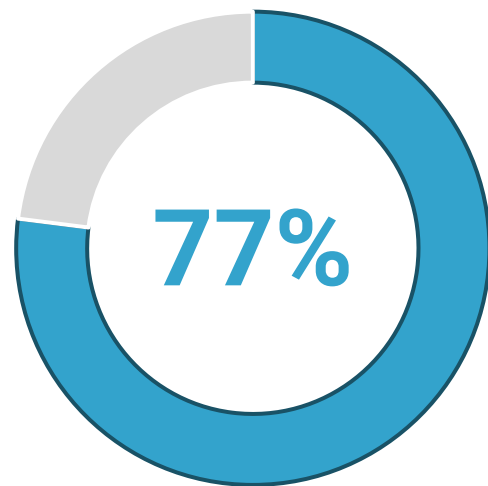


VIEW ON TECH DEVELOPMENTS

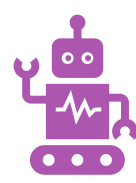
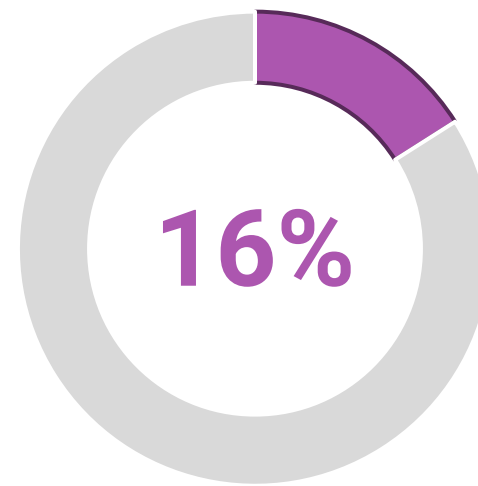
EXCITEMENT FAR OUTWEIGHS NERVOUSNESS

» Corporate: Please indicate how you feel about each of the following statements.

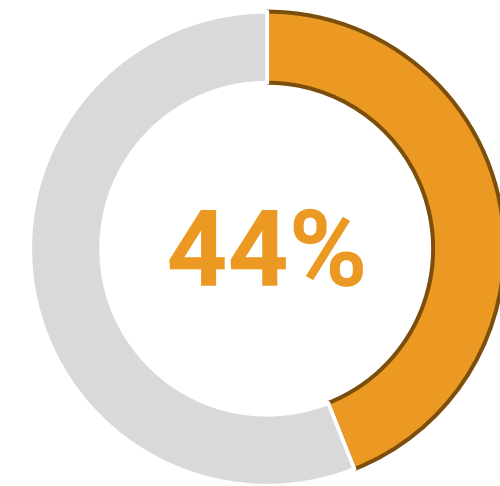
Agree/strongly agree



I am excited about the development of new technologies.



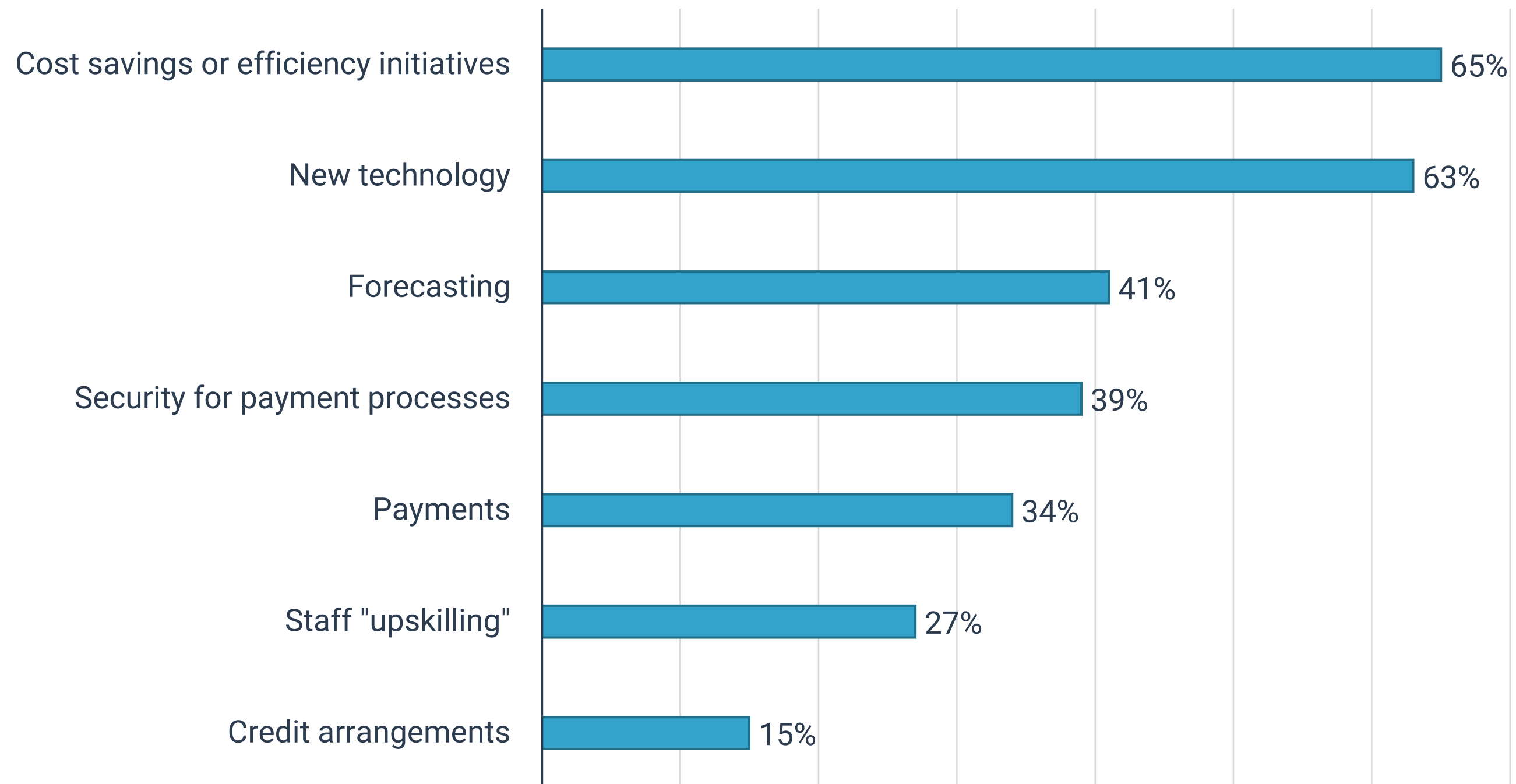
I am nervous about innovations in Artificial Intelligence / Machine Learning / Robotic Process Automation.



I am concerned our staff is not upskilling with new technology quickly enough.

POLL QUESTION

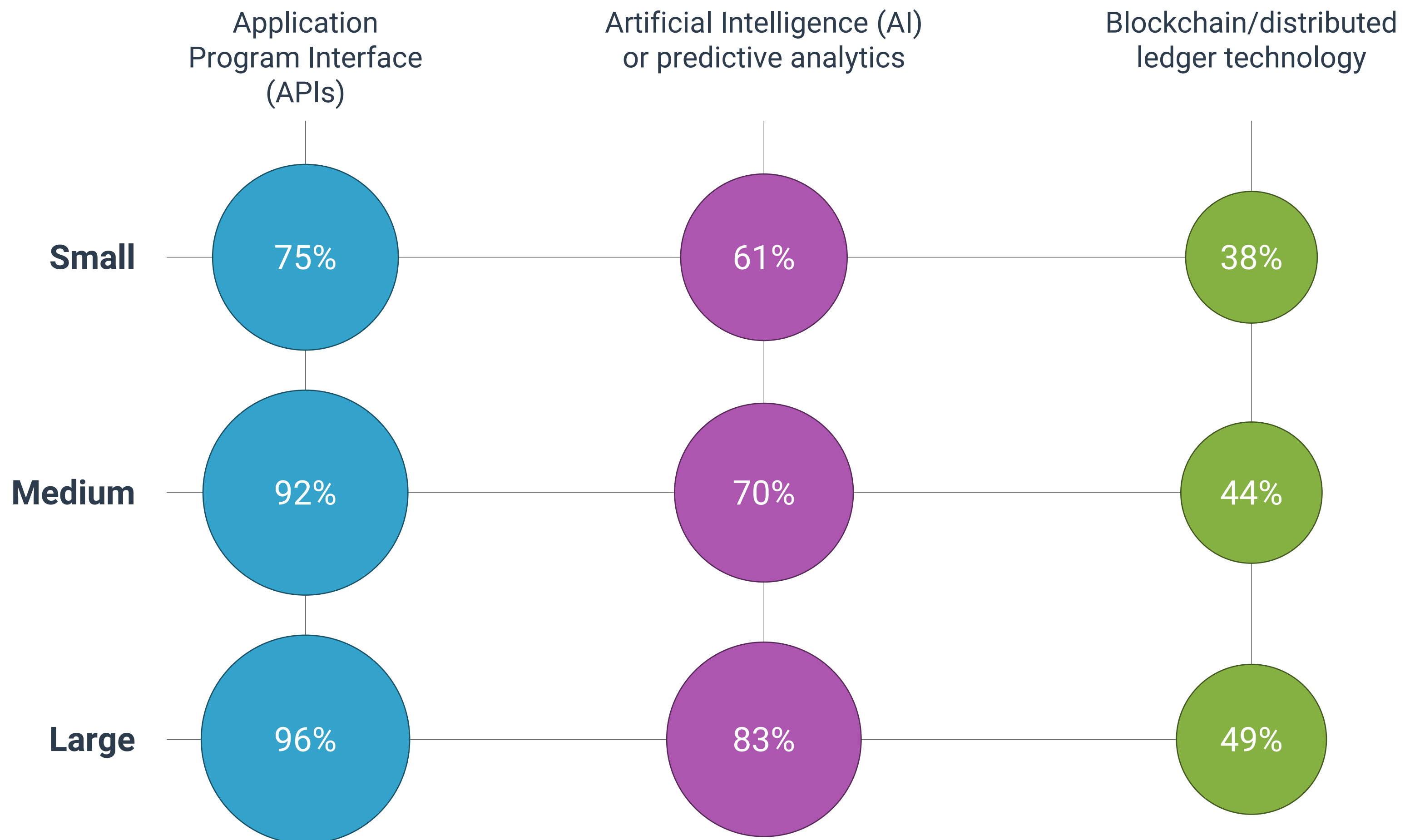
Poll 2 - We are focusing on the following in 2023: (select all that apply)



TECHNOLOGY USE

CURRENT AND PROJECTED

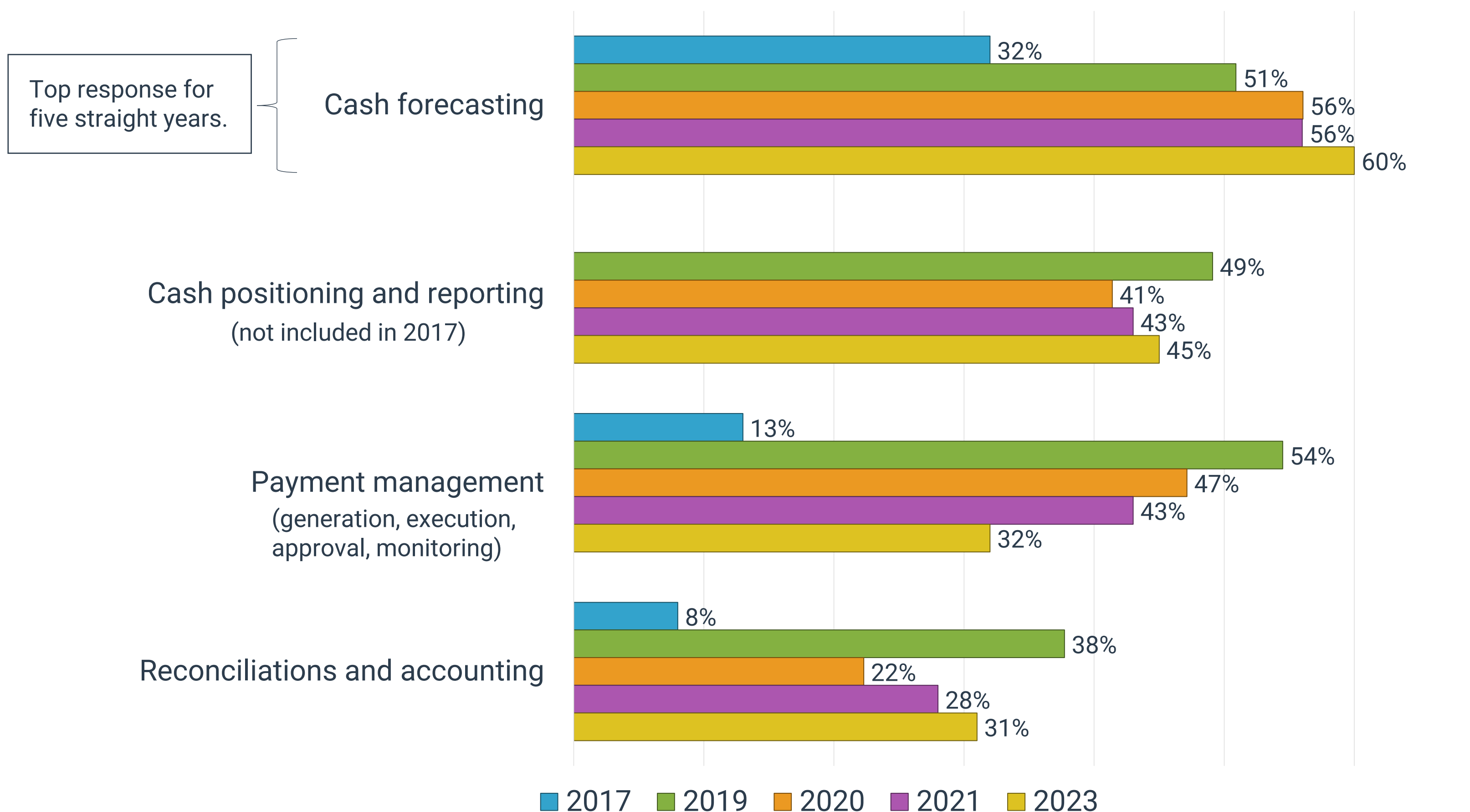
» Corporate: Which of the following technologies are you using/interested in using in treasury?



CASH FORECASTING

FIVE-YEAR REIGN

» Corporate: Considering all of your operations, what three (3) areas do you spend the most of your time working on?



BORROWERS

FOCUSED ON FLEXIBILITY

» Corporate: *Borrowing will be impacted by: (select all that apply)*

Category	Net Difference	Notes
Renew credit facilities earlier	+16%	3 years of decline
Extend duration of borrowing	+11%	3 years of decline
Leverage supply chain more	+23%	
Increase diversity of debt/cap structure	+31%	



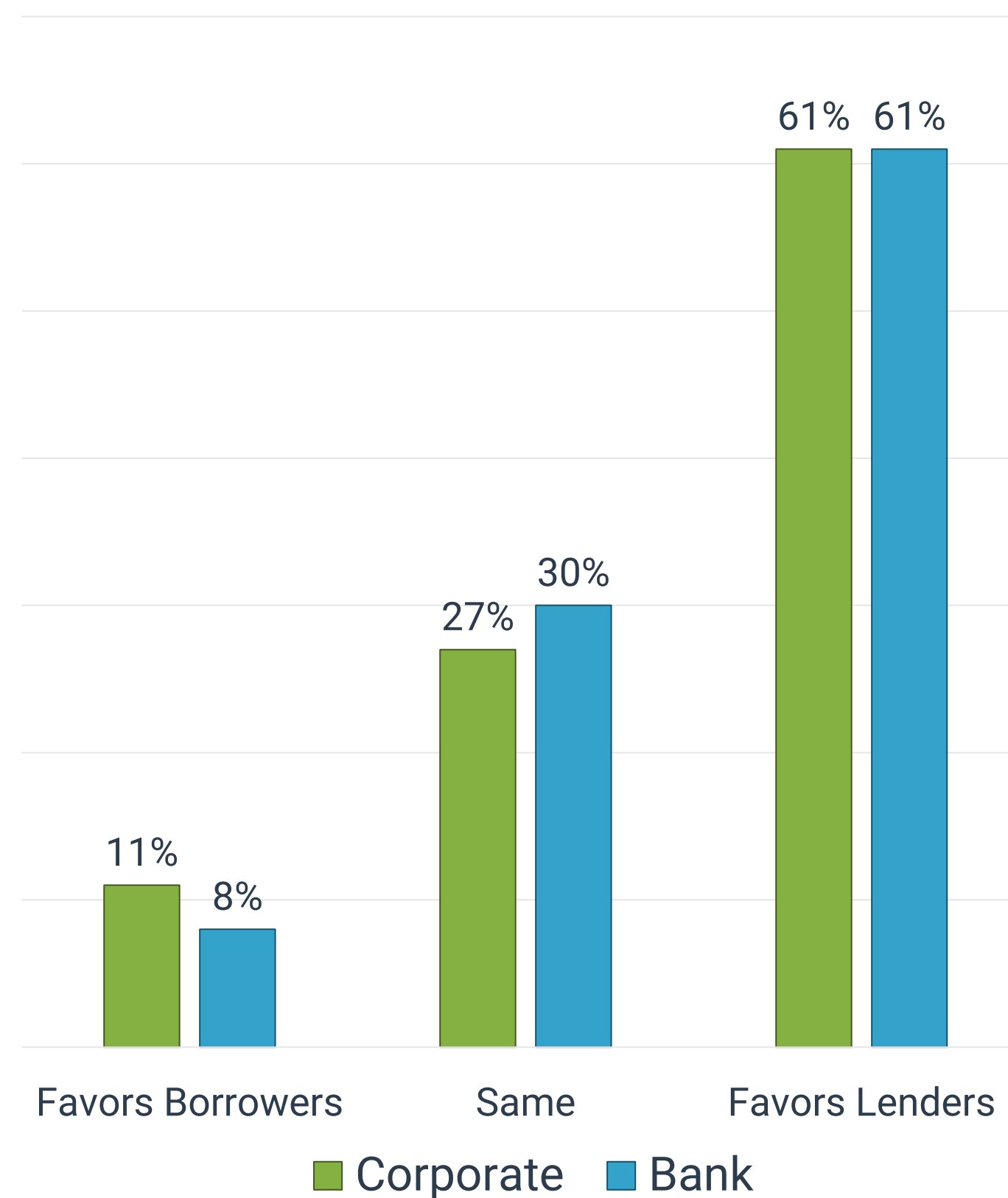
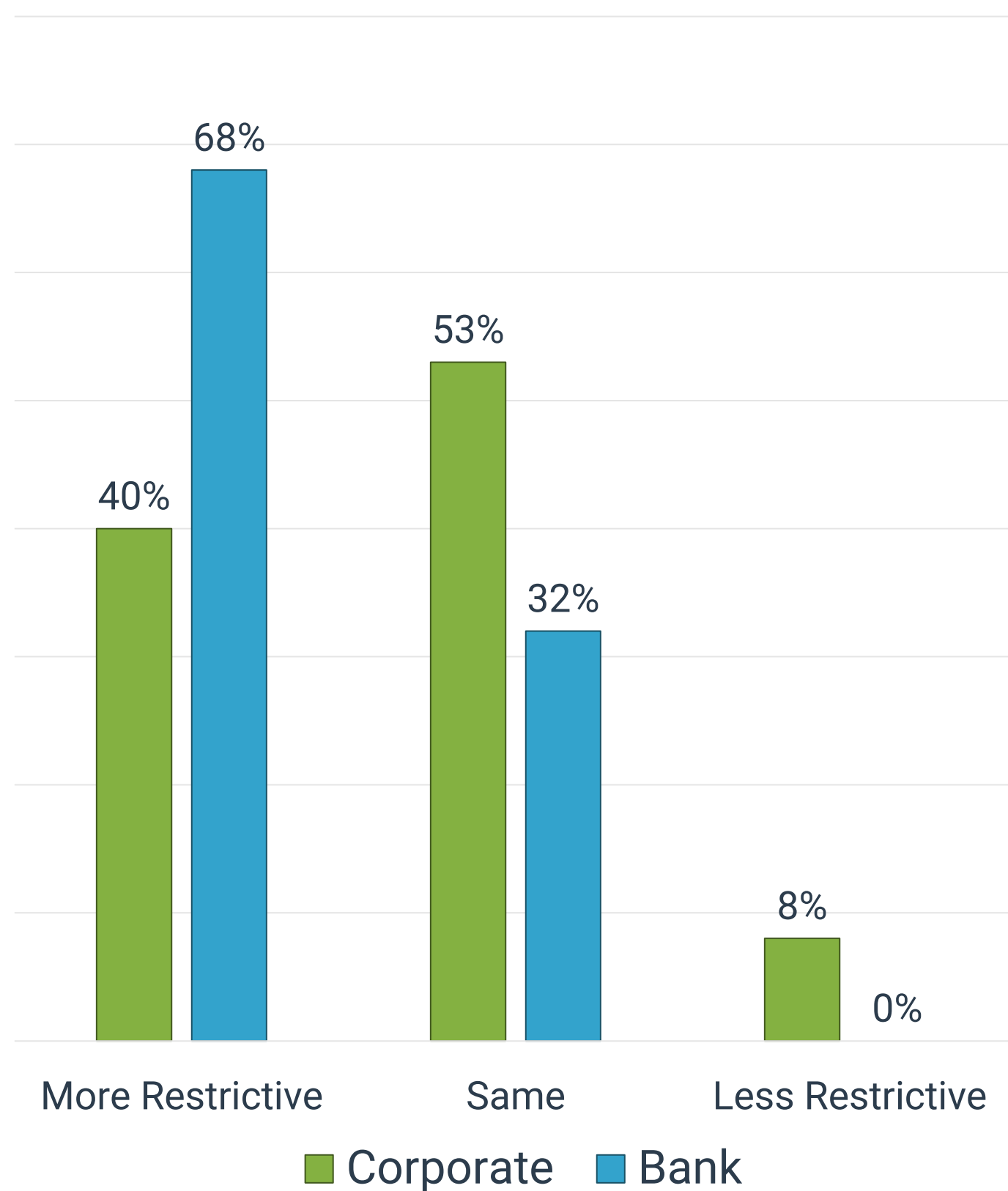
The “net difference” refers to the spreads between the responses that produce more flexibility (earlier renewal of credit facilities, extending duration of borrowing, adding diverse sources of credit) and those that do not produce more flexibility (later renewal, shortening duration, decreasing diverse sources of credit).

LOAN COVENANTS

MORE RESTRICTIVE COVENANTS EXPECTED

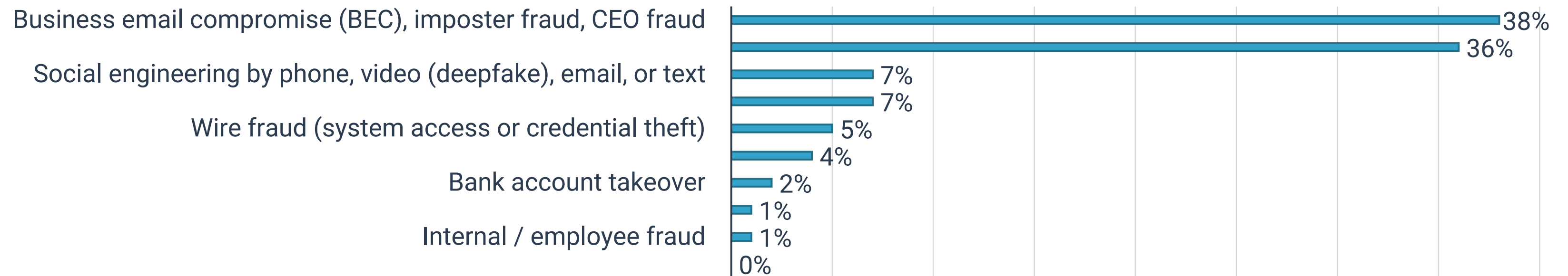
» Corporate and Bank: We expect loan covenants and restrictions will become:

» Corporate and Bank: We expect loans over the next year to favor:

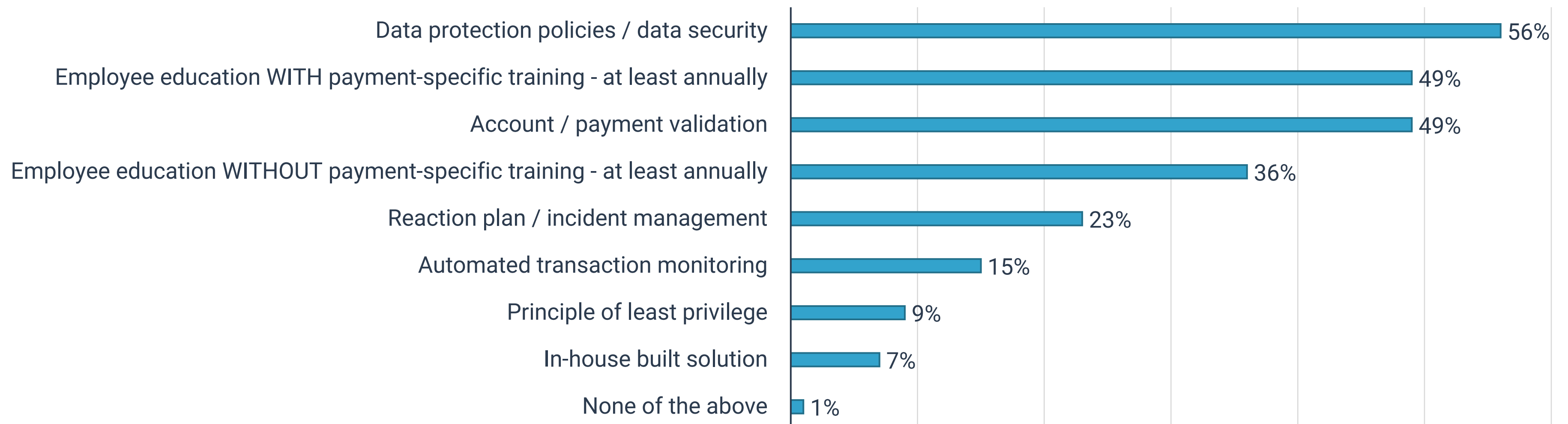


POLL QUESTION

Poll 3 - What do you perceive as your greatest fraud risk over the coming 12 - 24 months? (single choice)



Poll 4 - We use the following controls regarding fraud: (select all that apply)

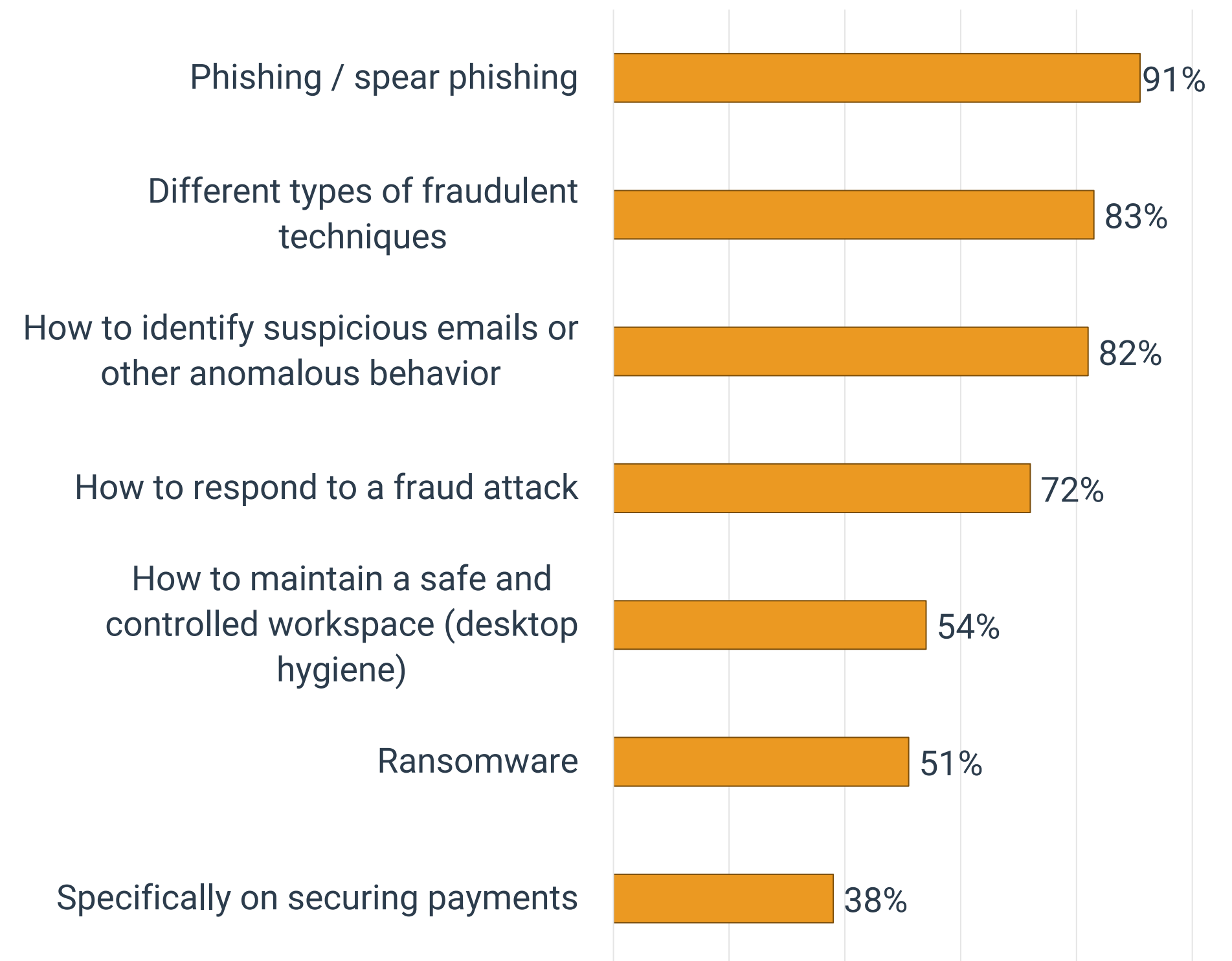
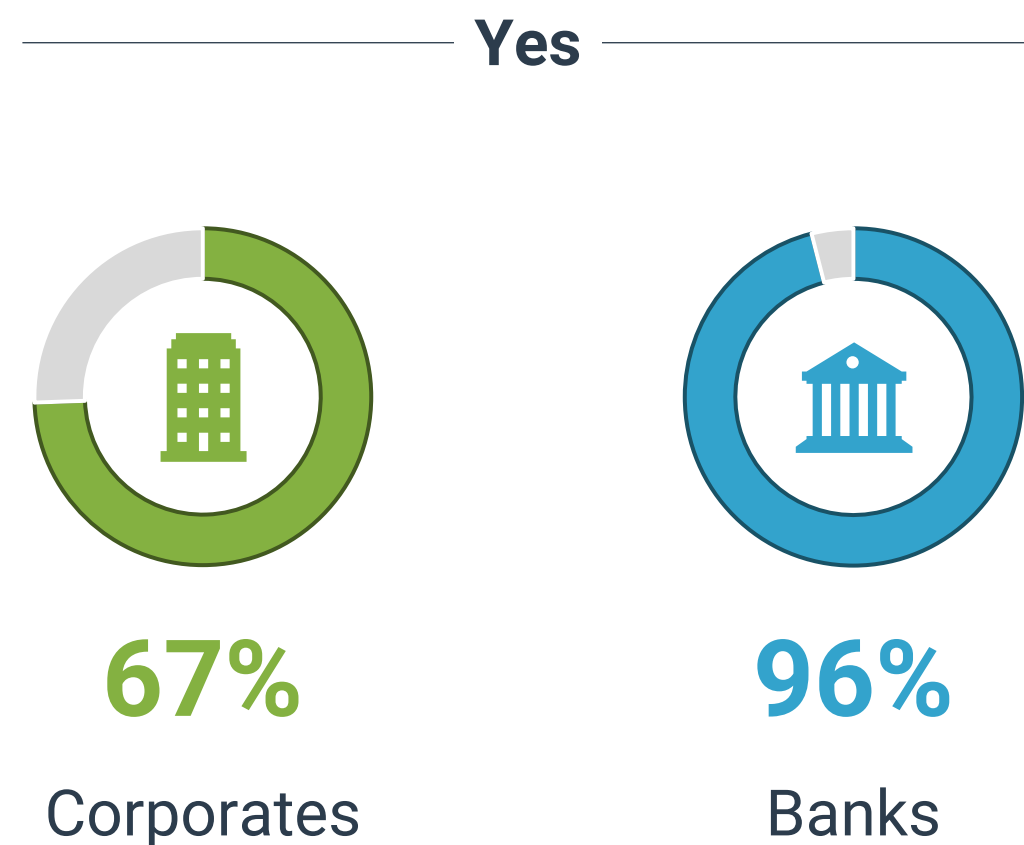


SECURITY TRAINING

PERFORMED MORE FREQUENTLY, BUT NOT ON PAYMENT SECURITY

» Corporate and Bank: Do you require employees involved in payments to take security training each year?

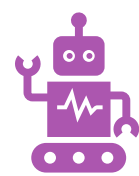
» Corporate: Our training includes content on: (select all that apply)



52% of banks and 48% of corporates increased their frequency of security training.

TAKEAWAYS

IDEAS AND POINTS TO BRING BACK TO THE OFFICE



INNOVATION AND TECH

- Security and speed are important
- Significant excitement about new tech
- Streamlining payments



TIGHTER BORROWING

- Ongoing tightening of debt market
- Examine entire cash conversion cycle
- Cash forecasting
 - Most time spent
 - Area of focus



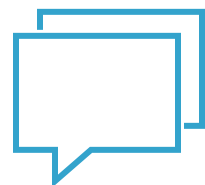
PAYMENT SECURITY

- Regular training and testing with payment-specific elements
- Distinct from general cybersecurity training

LET'S CONNECT

DON'T LET THE LEARNING END HERE...
CONTACT US WITH ANY FUTURE QUESTIONS.

Thank you for your interest in this presentation and for allowing us to support you in your professional development. Strategic Treasurer and our partners believe in the value of continued education and are committed to providing quality resources that keep you well informed.



STRATEGIC TREASURER

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SURVEY REPORT & INFOGRAPHIC

Thanks to those who completed this year's survey!

Respondents to the 2023 Treasury Perspectives Survey will be emailed the comprehensive results report and infographic.

Non-respondents can download the summary report and infographic by clicking the link below.



[Request Report](#)