

**Certified Treasury Professional Examination Test Specifications
2020 - 2023**

Domain	Task		Domain Weight
1	Maintain corporate liquidity required to meet current and future obligations in a timely and cost effective manner.		25%
	A	Manage optimal cash positioning through short-term investing and borrowing activities	
	B	Forecast/manage cash receipts and disbursements [cash flows]	
	C	Leverage cash concentration/pooling structures	
	D	Manage foreign exchange (FX) exposure	
	E	Manage trade financing (including letters of credit)	
	F	Manage intercompany financing (including loans, repatriation, in-house banking)	
	G	Review cash balances and reconcile transaction activity to ensure accuracy	
	H	Optimize treasury operations (including considerations for roles/responsibilities and outsourcing options)	
	I	Calculate, analyze, and evaluate financial ratios to optimize financial decision making	
2	Manage capital structure, manage costs of long-term capital, and quantitatively evaluate long-term capital resource investments.		18%
	A	Negotiate and manage syndicated agreements	
	B	Manage investment portfolio	
	C	Issue debt and equity	
	D	Manage revolving debt agreements	
	E	Assess impact of mergers, acquisitions, and divestitures	
	F	Evaluate current market conditions (including credit availability, spreads, interest rates, terms, risk) as they relate to long-term borrowing strategies	
3	Manage internal and external relationships		20%
	A	Build, maintain, and review relationships with external financial service providers	
	B	Evaluate and implement treasury products and services (including banking products, treasury workstations)	
	C	Administer bank accounts (including bank fee analysis) and maintain documentation	
	D	Identify, negotiate, and select relationships and operational agreements with external service providers (including financial, technological, and investment/retirement advisors) to ensure best practices and competitive pricing	
	E	Serve as an internal trusted advisor and consultant (including Project Finance)	

	F	Manage merchant services programs (including fees, risk, controls, card security compliance, retention requirements)	
	G	Build and maintain relationships with internal stakeholders (including accounting, IT, legal, and tax departments)	
4	Monitor and control corporate exposure to financial, regulatory, and operational risk (including emerging and reputational risk)		25%
	A	Comply with treasury policies and procedures (such as investment, FX, risk management, hedging, credit approval)	
	B	Draft treasury policies and procedures for approval (such as investment, FX, risk management, hedging, credit approval)	
	C	Detect and mitigate fraud (such as payments, bank transactions, internal, external)	
	D	Benchmark performance against external sources to ensure best practices (including banking fees comparative analysis)	
	G	Evaluate and manage counterparty risk (including risk related to supply chain, banks, brokers, dealers)	
	H	Develop, maintain, and test business continuity plans (including bank balance reporting process, funds transfer capabilities)	
	I	Hedge FX, interest rate, and commodities exposure	
	J	Ensure regulatory compliance, and report internally and externally on compliance	
5	Assess impact of technologies on the treasury function.		12%
	A	Leverage technology systems (including enterprise resource planning (ERP) systems and treasury management systems)	
	B	Identify security issues and concerns associated with new and existing technology	
	C	Identify cyber-related risks	
	D	Monitor information security risk and cyber-related risk (including e-mail scams, phishing scams)	

Total

100%