



The CTP Examination consists of 170 multiple-choice questions and is based on practical concepts and experiences in relation to treasury management. The exam questions are created by treasury and finance practitioners and updated every three years.

2026–2028 CTP Test Specifications: Knowledge Domains

CONTENT AREAS..... NUMBER OF QUESTIONS

Domain 1

Maintain corporate liquidity required to meet current and future obligations in a timely and cost effective manner.....56-60

- A. Manage optimal cash positioning through short-term investing and borrowing activities..... 15-17
- B. Forecast/manage cash receipts and disbursements (cash flows, account funding).....16-18
- C. Manage optimal banking structure such as cash concentration/pooling etc..... 3-5
- D. Manage foreign exchange (FX) exposure.....3-5
- E. Manage trade financing (including letters of credit).....2-4
- F. Manage intercompany financing (including loans, repatriation, in-house banking)6-8
- G. Review cash balances and reconcile transaction activity to ensure accuracy2-4
- H. Optimize treasury operations (including considerations for roles/responsibilities and outsourcing options)2-4
- I. Calculate, analyze and evaluate financial ratios to optimize financial decision making2-4

Domain 2

Manage capital structure, manage costs of long-term capital and quantitatively evaluate long-term capital resource investments 34-38

- A. Negotiate and manage syndicated agreements.....6-8
- B. Manage investment portfolio..... 5-7
- C. Manage issuance of debt and equity (including issuance, post issuance compliance, dividends and retirement).....10-12
- D. Manage revolving debt agreements.....2-4
- E. Assess impact of mergers, acquisitions and divestitures.....2-4
- F. Evaluate current market conditions (including credit availability, spreads, interest rates, terms, risk) as they relate to long-term borrowing strategies..... 2-4
- G. Hedge FX, interest rate, and commodities exposure2-4

2026–2028 CTP Test Specifications: Knowledge Domains

CONTENT AREAS..... NUMBER OF QUESTIONS

Domain 3

Manage internal and external relationships13-17

- A. Build, maintain, and review relationships with external financial service providers2-4
- B. Administer bank accounts (including bank fee analysis and signer management).....4-6
- C. Identify, negotiate, and select relationships and operational agreements with external service providers (including financial, technological, investment, and retirement advisors) to ensure best practices and competitive pricing 2-4
- D. Serve as an internal trusted advisor and consultant3-5
- E. Build and maintain relationships with internal stakeholders (such as accounting, IT, legal, audit, investor relations, FP&A and tax departments)..... 2-4

Domain 4

Monitor and control corporate exposure to financial, regulatory and operational risk (including emerging and reputational risk)..... 24-28

- A. Comply with treasury policies, procedures and controls (such as investment, FX, risk management, hedging, credit approval, Sarbanes-Oxley, SSAE 18, SOC 1, SOC 2) 4-6
- B. Draft treasury policies and procedures for approval (such as investment, FX, risk management, hedging, credit approval)..... 2-4
- C. Detect and mitigate fraud (such as payments, bank transactions, internal, external).....2-4
- D. Benchmark performance against external sources to ensure best practices (including banking fees comparative analysis)..... 1-3
- E. Evaluate and manage counterparty risk (including risk related to supply chain, banks, brokers, dealers).....2-4
- F. Develop, maintain, and test business continuity plans (including bank balance reporting process, funds transfer capabilities) 3-5
- G. Manage merchant services programs (including fees, risk, controls, card security compliance, retention requirements).....2-4
- H. Ensure regulatory compliance and report internally and externally on compliance.....5-7

2026–2028 CTP Test Specifications: Knowledge Domains

CONTENT AREAS..... NUMBER OF QUESTIONS

Domain 5

Assess impact of technologies on the treasury function.....15-17

- A. Leverage technology systems ((including enterprise resource planning (ERP) systems, e-commerce, payment card and treasury management systems) 6-8
- B. Identify security issues and concerns associated with new and existing technology (including merchant services, Artificial Intelligence and cashless environment) 4-6
- C. Monitor information security risk and cyber-related risk (including e-mail scams, phishing and payment card scams)... 1-3
- D. Implement treasury products and services (including banking products, treasury workstations) 2-4

Unscored Questions.....20*

- 33–37% of the questions test knowledge of basic facts and terms.
- 38–42% of the questions test an understanding of concepts and principles.
- 23–27% of the questions test the higher thinking ability to apply concepts and principles to a specific situation.
- 10–15% of the questions will require mathematical computations.

** These questions are unscored and do not count towards the final score. The questions may be from any domain. The specific questions on the exam that are unscored are determined before the start of the testing window.*

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