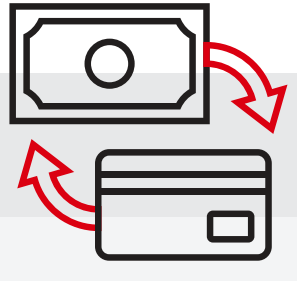
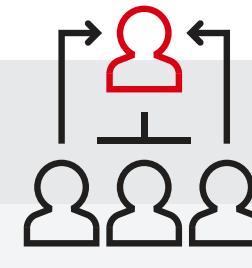


Managing cash flow in uncertain times



Focus on Cash Conversion

- Create a cash-centric culture throughout the business: prioritise balance sheet management over P&L focus.
- Review and maintain focus on cash conversion cycle.
- Critically assess and prioritise any planned capital investments.
- Review costs – opportunity to convert fixed to variable?



Intelligent Supply Chain Management

- Closely monitor and match payables and receivables.
- Have regular and detailed discussions with your suppliers.
- Consider substitutions or localizing parts of the supply chain.
- Discuss alternative supply chain financing options with your lender.



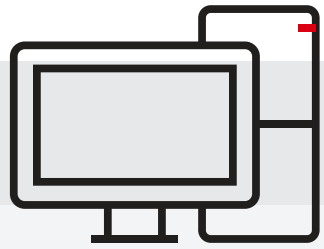
Risk Management Mindset

- Establish and maintain robust management controls.
- Review and ensure you understand any business interruption insurance.
- Speak to your lenders early and often.
- Consider the most effective application of your workforce: reassign tasks or encourage annual leave.



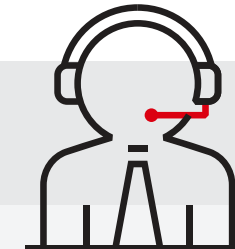
Effective Cash Flow Forecasting

- Ensure you have effective visibility and appropriate forecasting.
- Best practice would be to forecast 13 weeks ahead.
- Monitor your cash balances daily.
- Review your internal cash transfers – where are you holding cash and where is it best placed to get to work?



Digital

- HSBCnet can help you manage your trade, payments and FX securely anytime, any where without having to visit a branch.
- Short term investment in digital solutions will often result in long-term cost efficiencies.
- Focus on upskilling and supporting your workforce in order for them to operate effectively when working remotely.
- Be mindful of cyber-security in order to protect your business and your workforce.

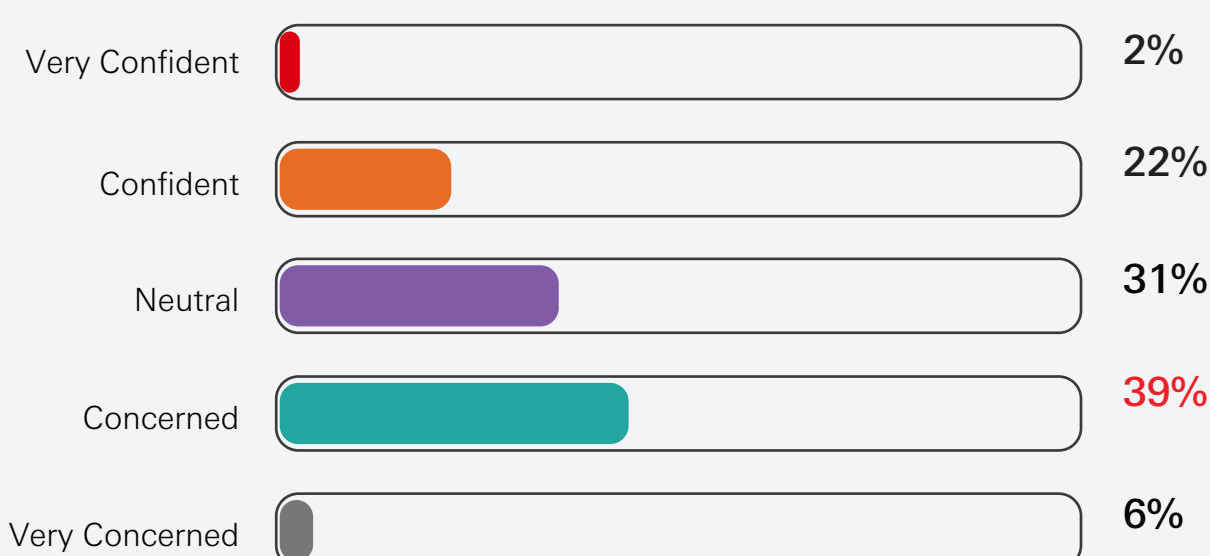


Resource and Support

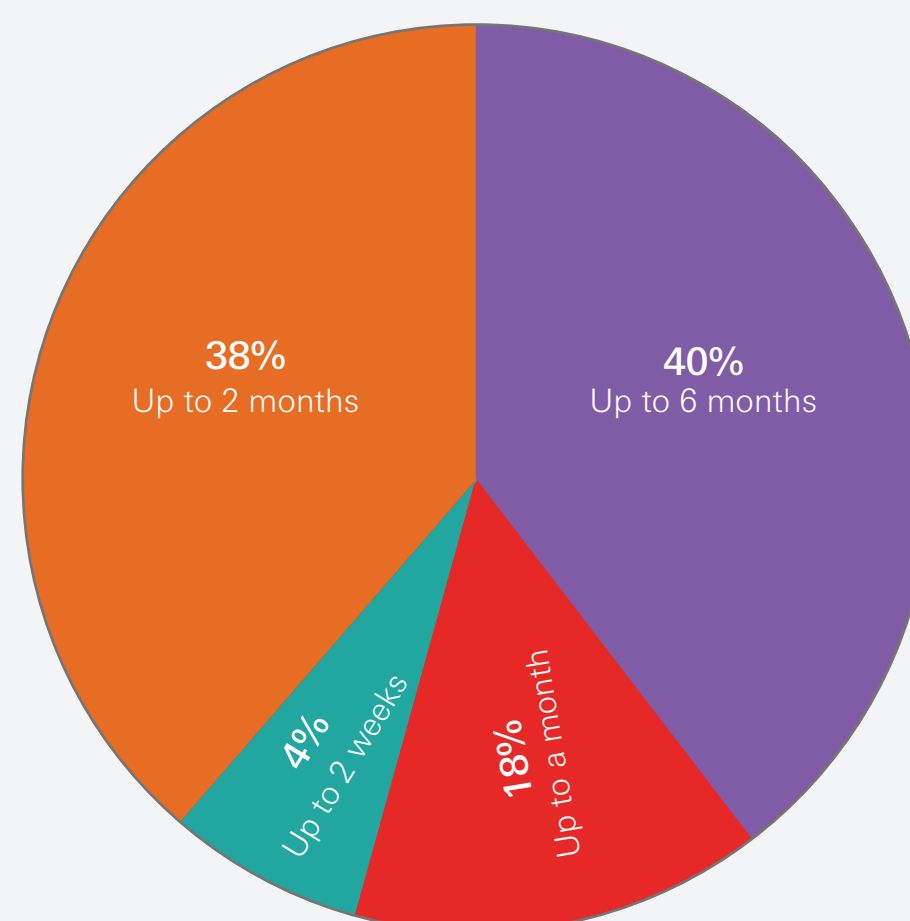
- Regular discussions with Bank Relationship manager and where required drawdown available facility where required.
- Constant dialogue and management of shareholder expectations, and provision of early warning when necessary.
- Governance- Amend your DoA to appoint a Cash Tsar (likely CFO) to give visibility accountability for of all discretionary spend.

Poll Results

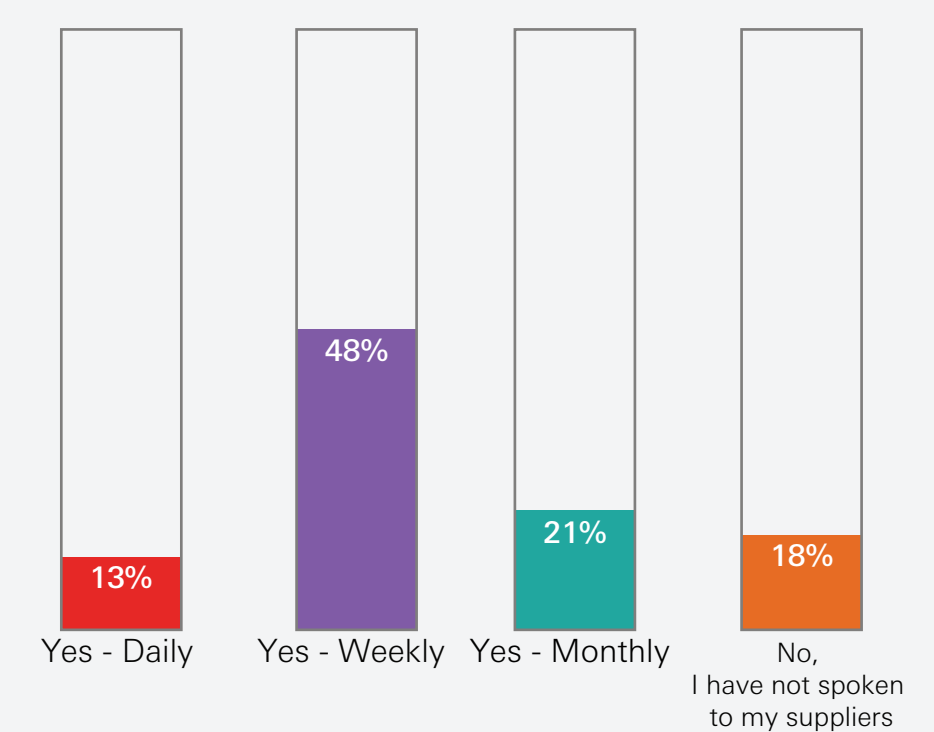
How would you describe your level of confidence for your business cash flow at this point?



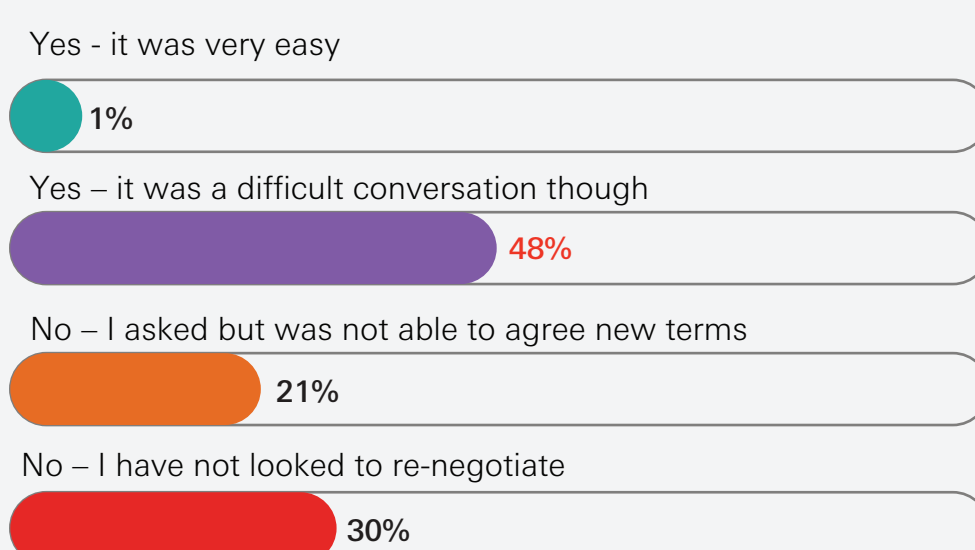
How far are you currently forecasting your cash flow?



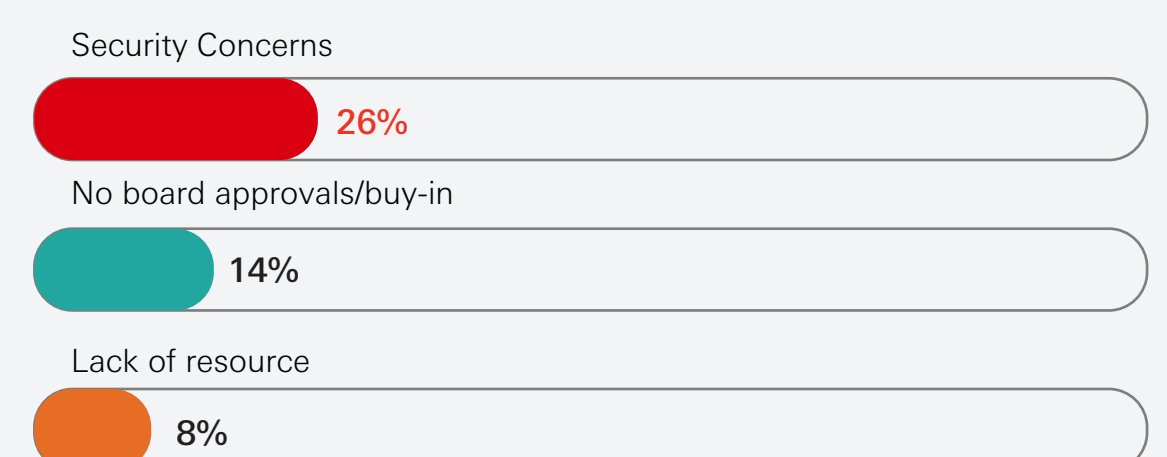
Have you spoken with your suppliers and if so, how regularly?



Have you re-negotiated any of your payment terms yet, and if so, how easy was this?



Top 3 concerns in using online channels



Together we thrive

*Data from recent webinar "Managing cash flow in uncertain times" with 200 participants in April 2020.
*Information within this infographic is taken from the webinar hosted by HSBC "Managing cash flow in uncertain times". Full replay available [here](#)

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