

# Capital Structure & Rating Advisory Survey 2025



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# Executive Summary



**Risks & Priorities** | Political Situation and Tariffs are key concerns while priorities include FX, Rates and supplier diversification



**Liquidity & Working Capital** | Most corporates believe that current liquidity is appropriate but working capital can improve further



**Debt & Capital Allocation** | While preferring to keep current debt levels, corporates are prioritizing growth with proceeds or surpluses



**ESG Ratings & Sustainability** | Ratings are material, with most corporates actively managing them with limited internal blockers



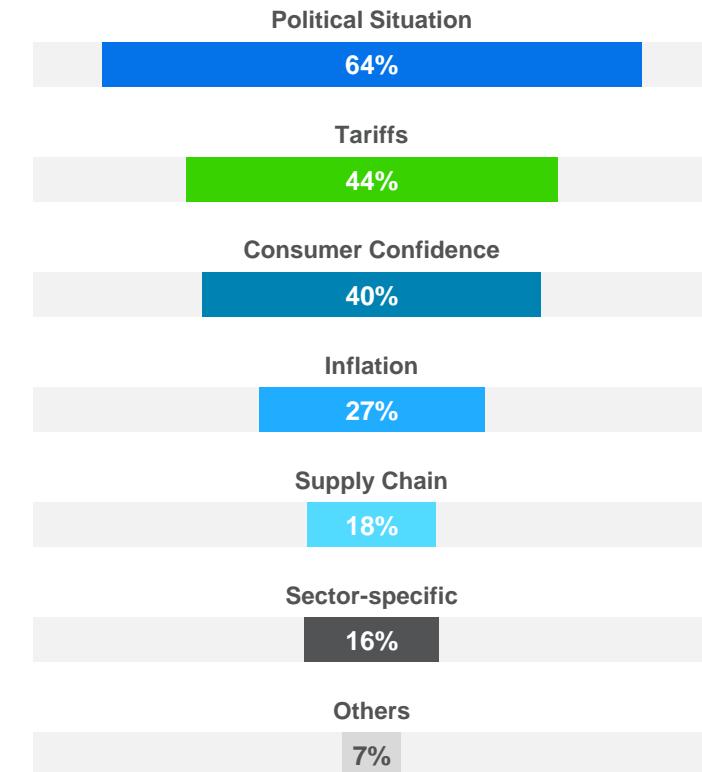
# Risks & Priorities | Political Situation and Tariffs are key concerns while priorities include FX, Rates and supplier diversification

## Top 3 Priorities for Treasury Teams



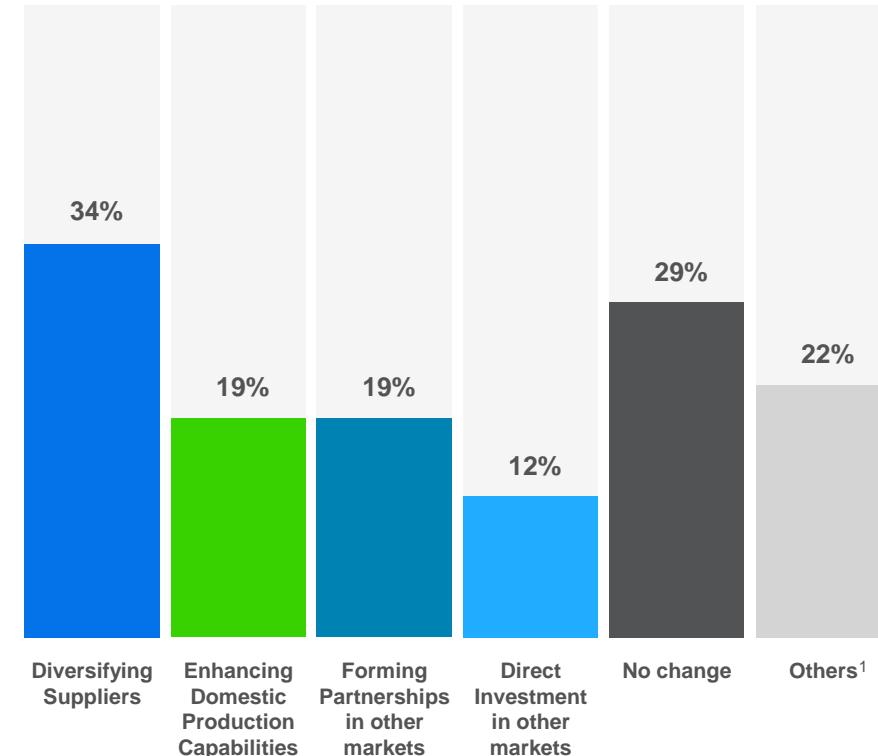
n = 324

## Key risks



n = 339

## Mitigating trade and tariff risks

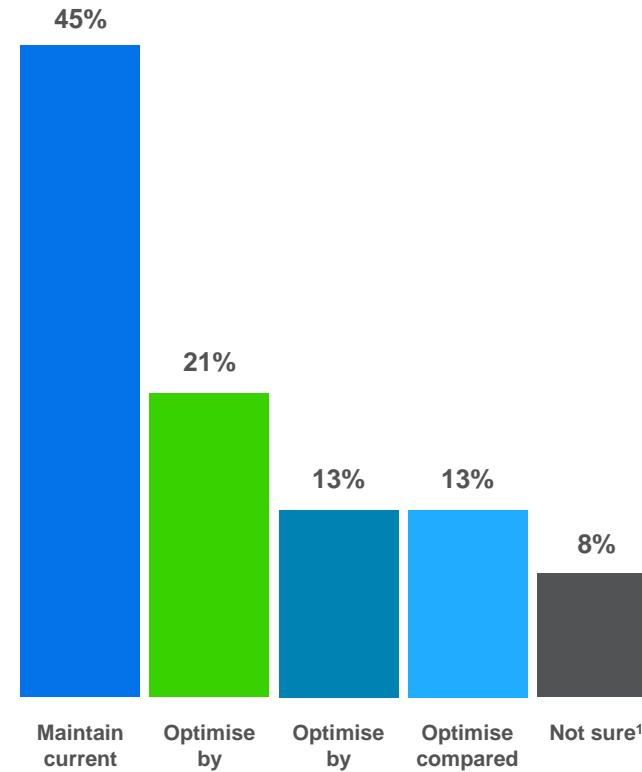


n = 253

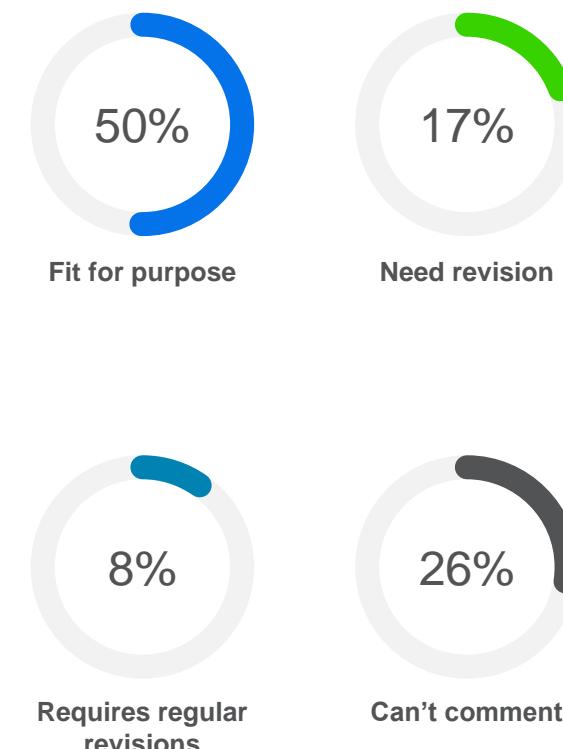
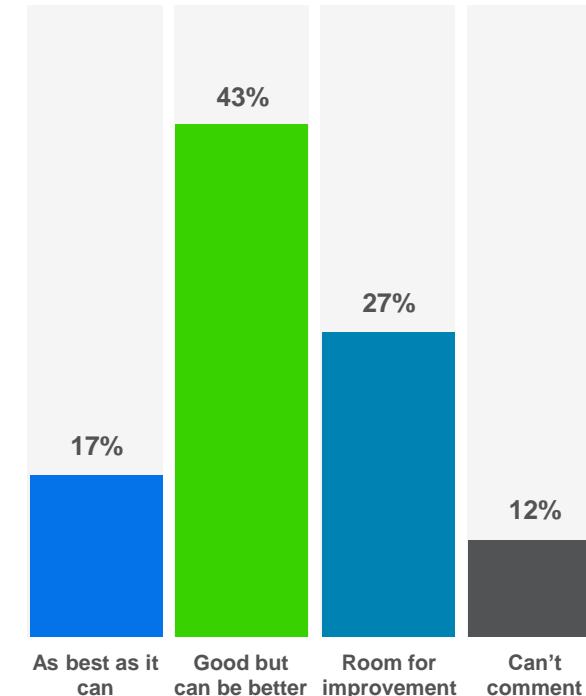


# Liquidity & Working Capital | Most corporates believe that current liquidity is appropriate but working capital can improve further

2025 Liquidity Management Plans

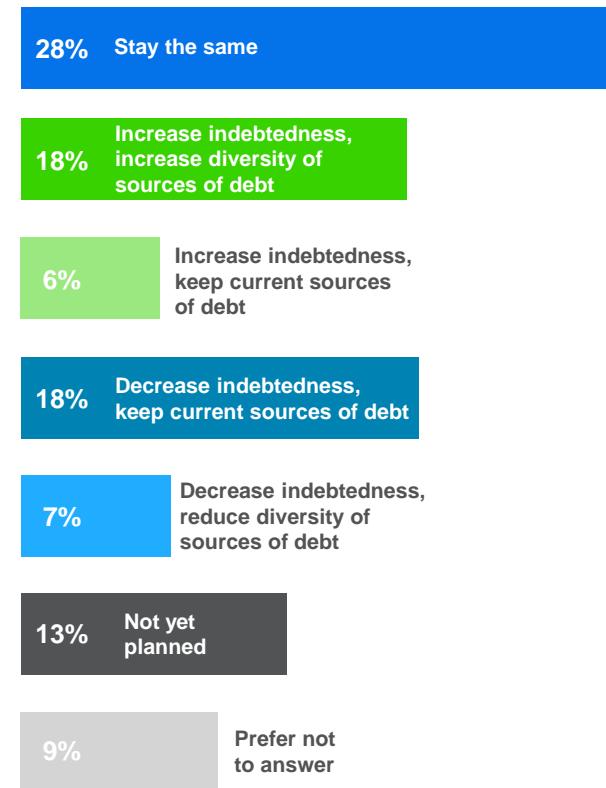


Project return metrics (ROIC/ROCE/etc.)

Satisfaction towards CCC<sup>2</sup> over the last 5 years

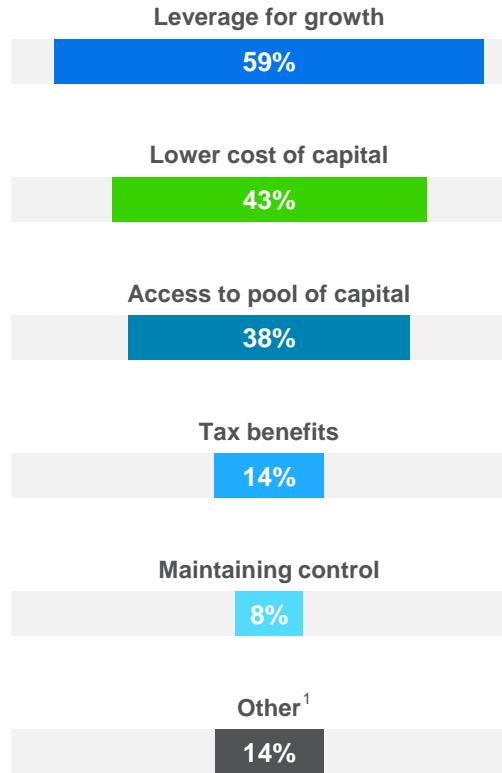
# Debt & Capital Allocation | While preferring to keep current debt levels, corporates are prioritizing growth with proceeds or surpluses

## Expected debt issuance over the next 12 month



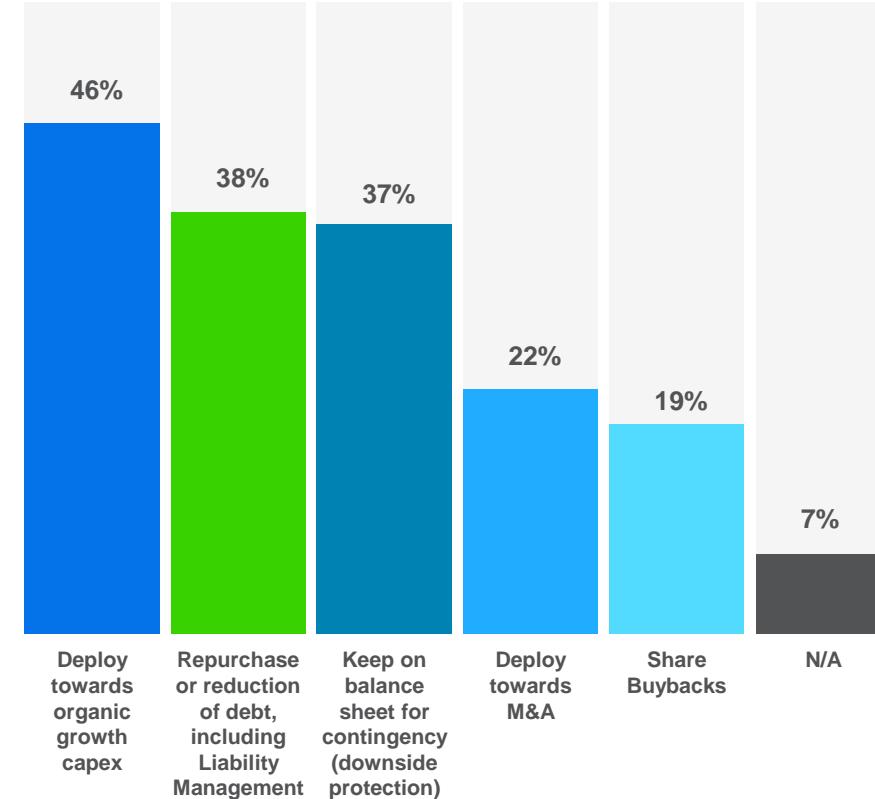
n = 314

## Main Usage of Debt Proceeds



n = 315

## Main uses of surplus cash

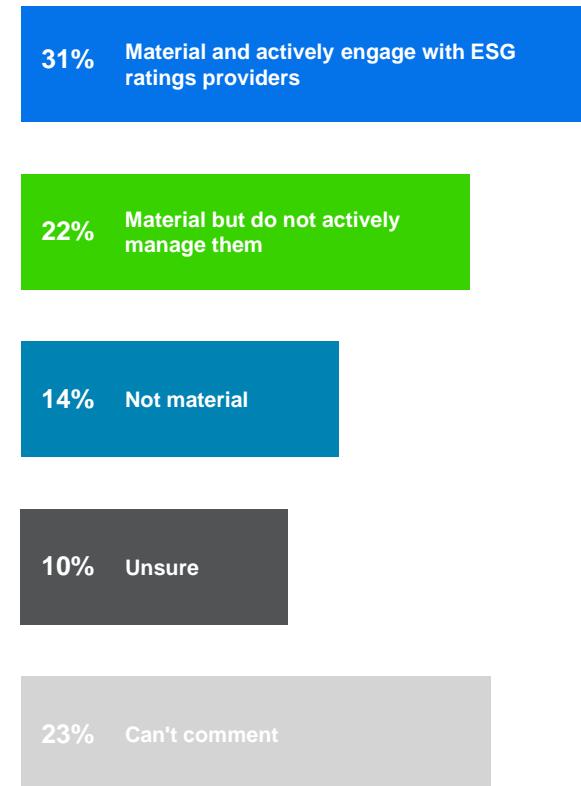


n = 318

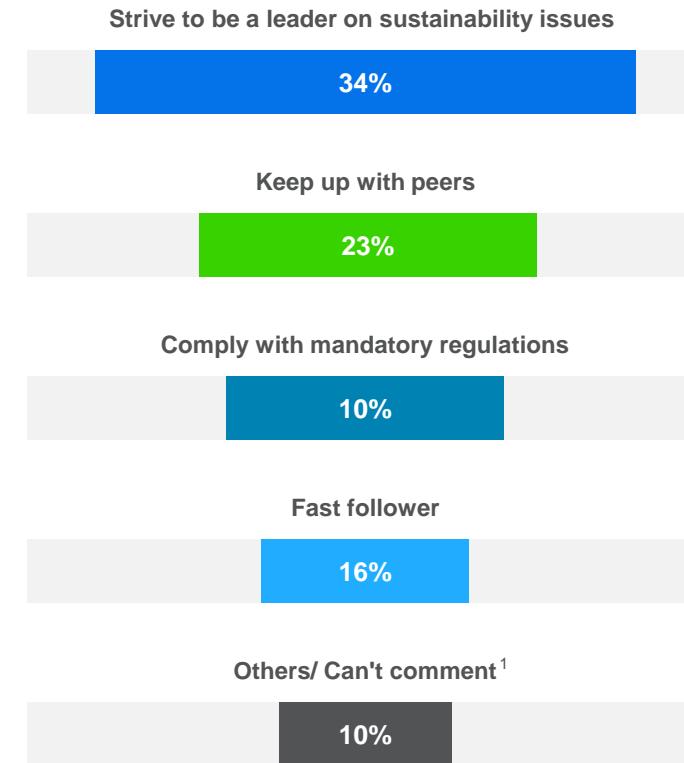


# ESG Ratings & Sustainability | Ratings are material, with most corporates actively managing them with limited internal blockers

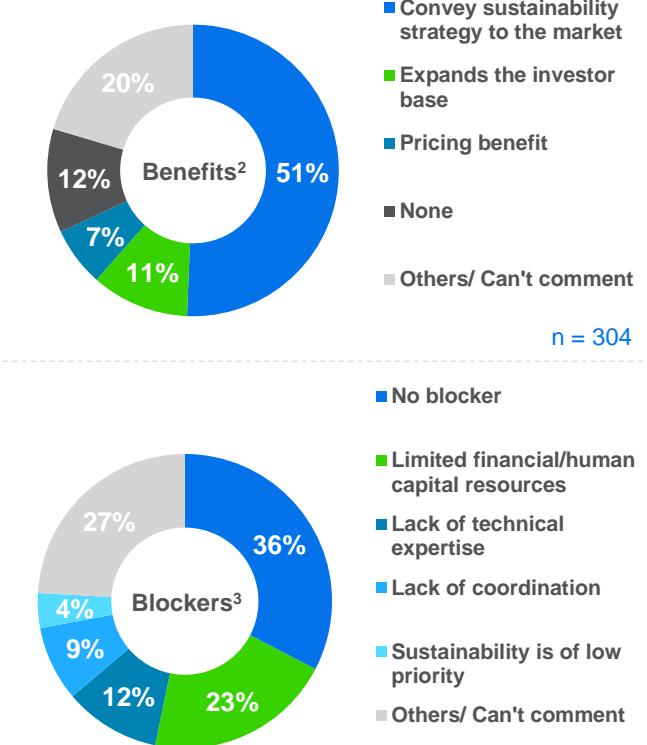
## Importance of ESG Ratings to business



## Managing sustainability strategy



## Blockers & Main benefits



# Islamic Banking & RMB | Many corporates are interested to know more about Islamic Banking and have meaningful RMB exposure

Current exposure to RMB<sup>1</sup>

n = 308

Familiarity and usage of Islamic Banking products



n = 310

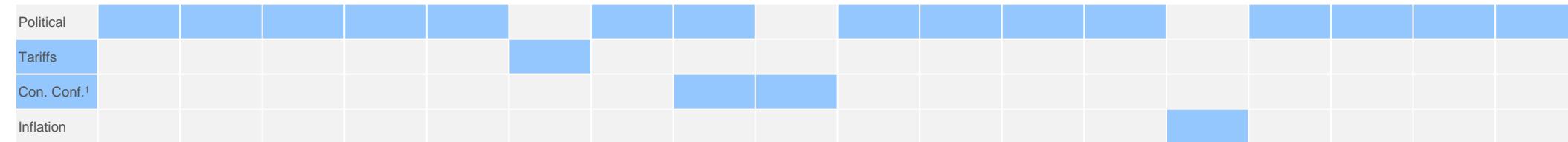
# **Sector-specific Analysis**



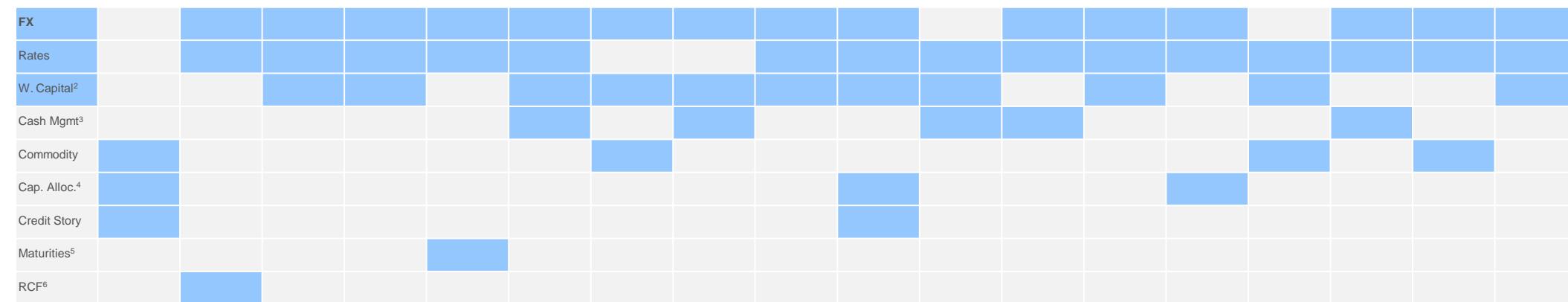
# Risks & Priorities



## Key risks



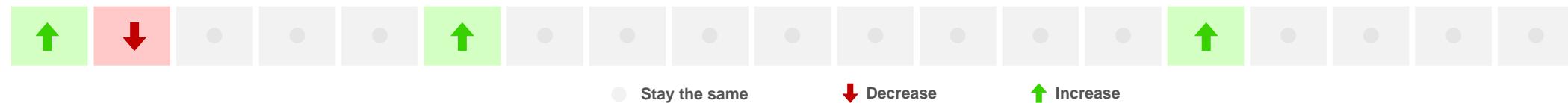
## Top 3 Priorities for Treasury Teams



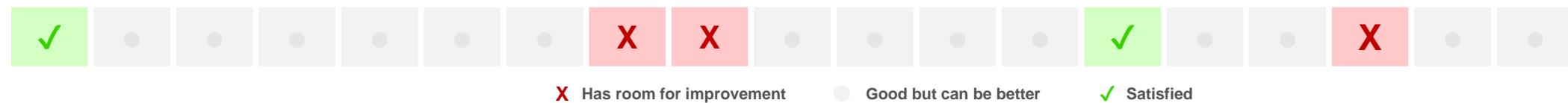
# Liquidity & Working Capital



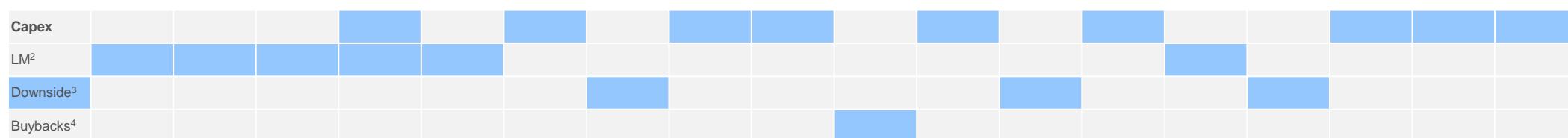
## 2025 Liquidity Management Plans



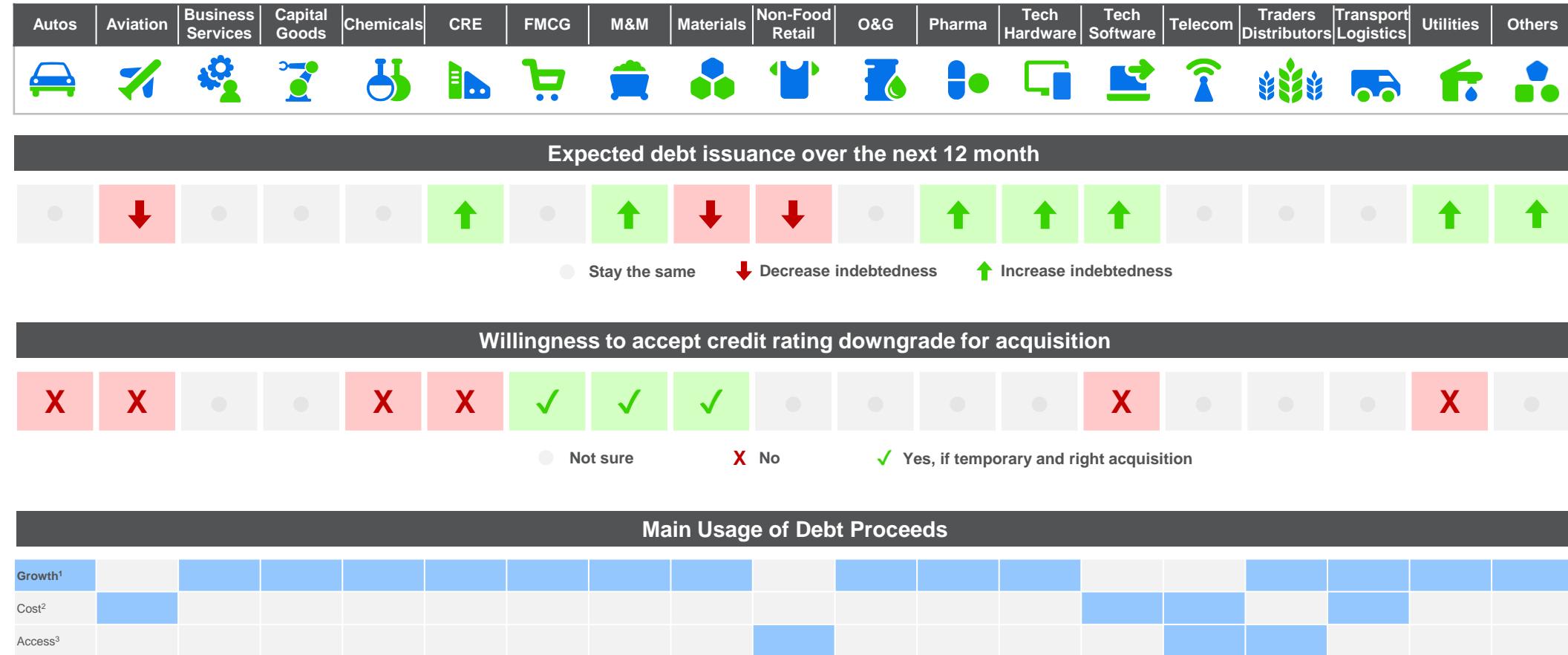
## Satisfaction towards CCC<sup>1</sup> over the last 5 years



## Main uses of surplus cash



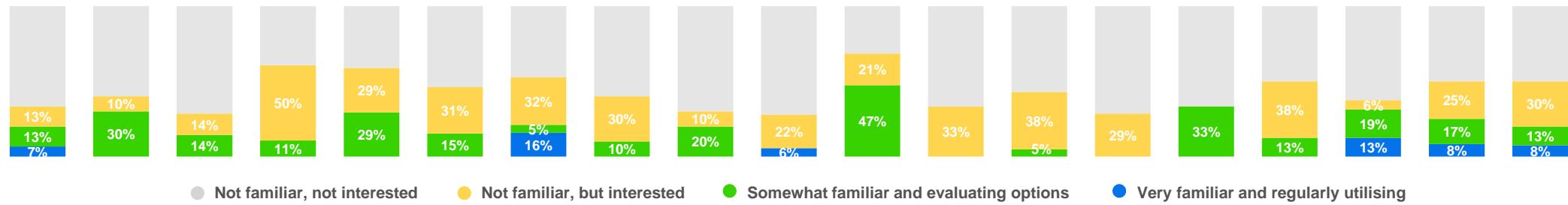
# Debt & Capital Allocation



# Islamic Banking & RMB

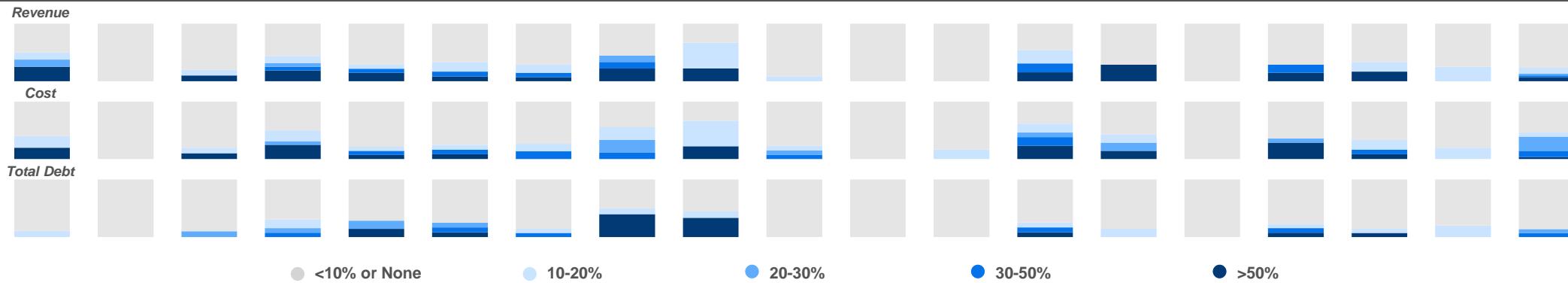


## Familiarity and Usage of Islamic Banking Products



● Not familiar, not interested   ● Not familiar, but interested   ● Somewhat familiar and evaluating options   ● Very familiar and regularly utilising

## Current exposure to RMB<sup>1</sup>



● <10% or None   ● 10-20%   ● 20-30%   ● 30-50%   ● >50%



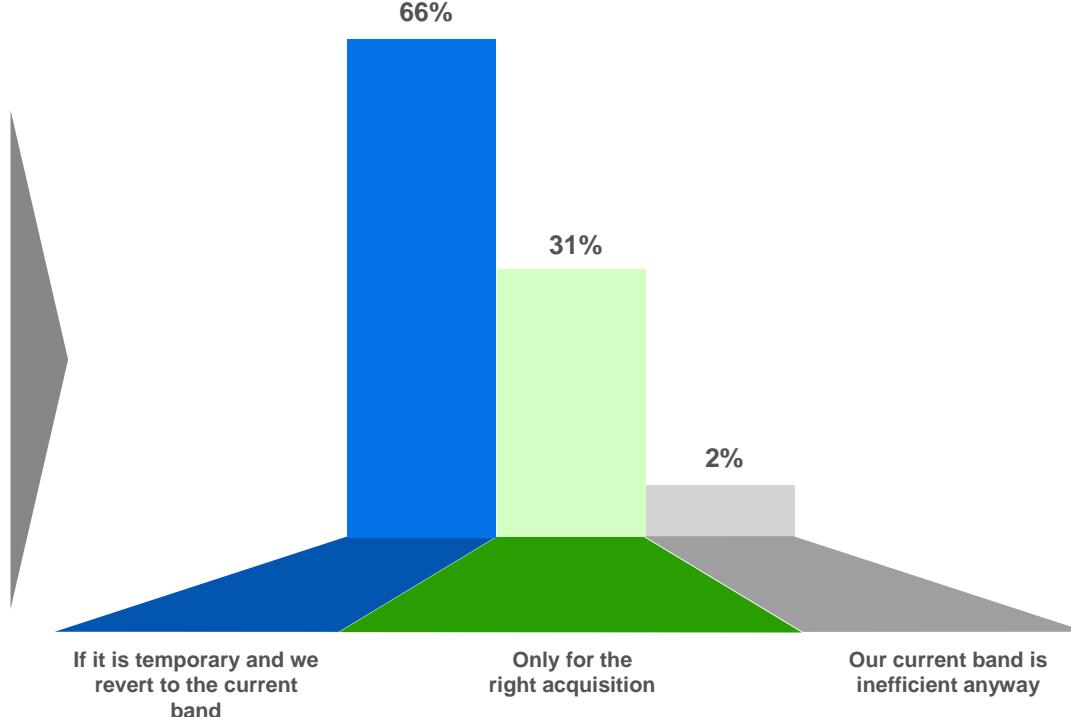
# Appendix



# Willingness to accept credit rating downgrade for acquisition

## Willing

*Around 28% of respondents are willing to take a credit rating downgrade for an acquisition opportunity*



## Not willing / prefer not to answer

*32% of respondents are not willing; 40% prefer not to answer*

*No, rating maintenance is more important*

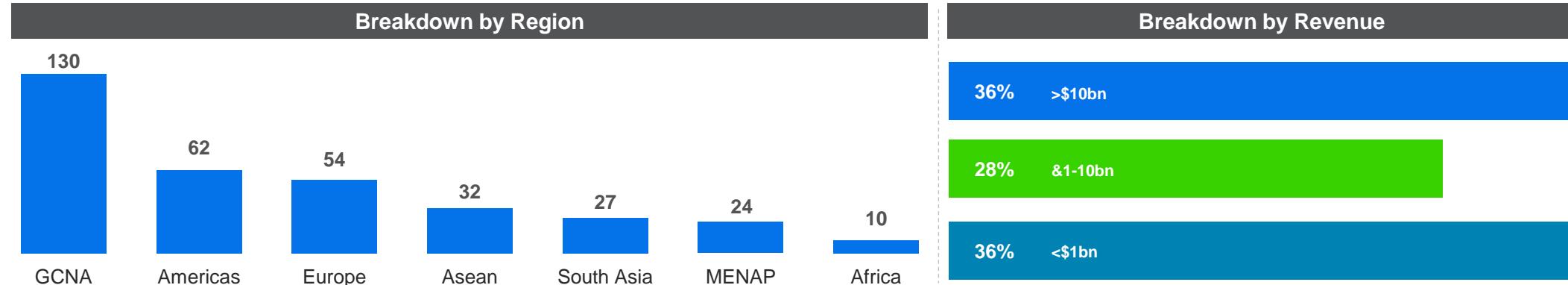
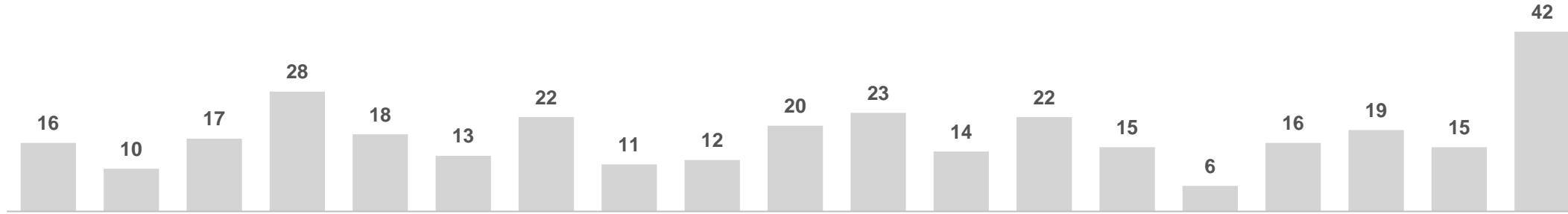


*Not sure / prefer not to answer*



*n = 311*

# Survey Respondents Profile | 339 responses globally across 292 clients and 19 sectors



# Sector Classifications

 Autos	Automobiles, Automobile Components, Automobile Manufacturers, Automotive Parts and Equipment
 Business Services	Commercial Printing, Diversified Support, Environmental and Facilities, Research and Consulting Services, Data Processing and Outsourced Services, Real Estate Services
 Chemicals	Diversified Metals and Mining, Commodity Chemicals, Specialty Chemicals, Fertilizers and Agricultural Chemicals
 FMCG	Brewers, Distillers and Vintners, Soft Drinks and Non-alcoholic Beverages, Packaged Foods and Meats, Household Products, Personal Care Products
 Materials	Construction Materials, Building Products, Paper and Plastic Packaging Products and Materials, Paper Products
 Oil & Gas (O&G)	Oil and Gas Equip. and Services, Exploration and Production, Refining and Marketing, Integrated Oil and Gas
 Tech Hardware	Technology Hardware, Storage and Peripherals, Household Appliances, Semiconductors, Electronic Equipment and Instruments, Consumer Electronics, Electronic Manufacturing Services
 Telecom	Integrated Telecommunication Services, Wireless Telecommunication Services
 Transport & Logistics	Air Freight and Logistics, Marine
 Others	Conglomerate, Restaurants, Textiles, Media

 Aviation	Airlines
 Capital Goods	Industrial Machinery and Supplies and Components, Construction and Engineering, Electrical Components and Equipment, Construction Machinery and Heavy Transportation Equipment, Aerospace and Defense
 Commercial Real Estate (CRE)	Real Estate Development
 Metals & Mining (M&M)	Diversified Metals and Mining, Steel, Gold
 Non-Food Retail	Footwear, Apparel, Accessories and Luxury Goods, Broadline Retail
 Pharma	Pharmaceuticals, Life Sciences Tools and Services, Health Care Distributors, Medical Devices
 Tech Software	Internet Services and Infrastructure, Interactive Media and Services, Technology Distributors, Application Software
 Traders & Distributors	Trading Companies and Distributors, Food Distributors
 Utilities	Renewable Electricity, Electric Utilities, Multi-Utilities, Independent Power Producers and Energy Traders



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