PIVOTAL

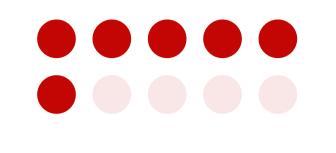
How Treasury and Finance Enable a New Era of Globalisation

This survey was conducted among 570 senior leaders across nine sectors and 15 markets, with a particular focus on ASEAN markets, India and China.

dynamics of global markets are reshaping business strategies in this new wave of globalisation and how the roles of treasury and finance have evolved.

It aimed to uncover insights into how the evolving

The roles of treasury and finance are evolving rapidly, especially their growing strategic influence on the long-term future of businesses.



More than 6 in 10 executives say treasury and finance will be integral to success in the new wave of globalisation.





Businesses today are diversifying and unlocking new revenue streams to insulate themselves from localised economic downturns and supply shocks. These are the priorities executives are considering to get ahead of the curtailment of global trade and investment in the next two years.



Enhancing customer satisfaction and retention

Pursuing decarbonisation and net zero

76% Building topline in Asia **64**% **Business**

diversification

Asia is a strategic priority for businesses

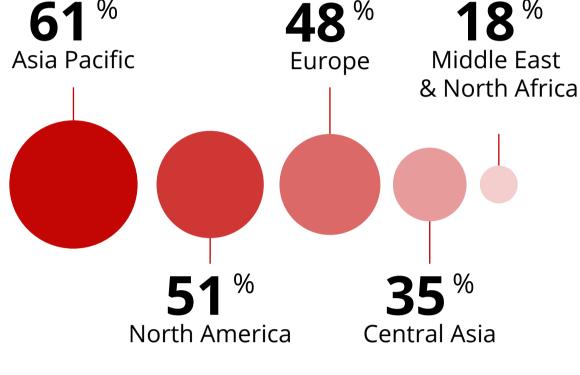


One in two said expansion in Asia is a strategic priority for their business. The region's enormous consumer market and growing receptiveness to digital innovation is one of its alluring charms.

The region's growth potential **49**% The region's strategic location for global supply chain **39**% The region's talent and human capital **32**% The region's favourable trading terms

Businesses are looking to diversify their operations

specifically within APAC, due to the nuances of the economies, infrastructure and culture of its countries within.





prevalence of data-driven business models, these are the key areas executives are focusing on to diversify their businesses.

Innovating new

products and services

Sources of financing

76%

/4%

Treasury and

finance operations

Supply chain

Market channels

Digital

45%

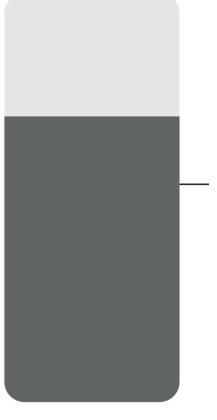
%

37%

transformation

With that, businesses are developing

more sustainably-produced goods and services to satisfy changes in customer preferences.



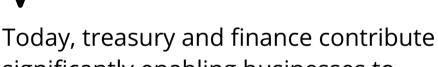
and pursuing net zero are priorities for their organisation in the next two years.

30%

of executives say that

emissions reduction

Treasury and Finance are driving strategic priorities



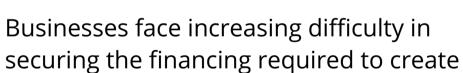
significantly enabling businesses to safeguard their business economic value with strategic priorities and initiatives such as:

Innovation and Sustainability and **28**% new product decarbonisation development

35%

Procurement

and supply chain



growth in Asia due to: Economic and inflationary uncertainty

Regulatory complexity across markets

Capital controls in key market

42% Difficulty accessing capital-raising networks

Currency and exchange rate fluctuation **36**%

Multinational businesses are

centres (RTCs) to Asia to better

As businesses diversify across different markets, managing regulation to secure net-zero

varying priorities for treasury and finance. ESG reporting and compliance

consistency becomes more challenging with



Securing financing for sustainability projects

and other stakeholders on sustainability issues Managing sustainability-related risks

Engagement with investors

manage risk exposure, rising inflation and foreign exchange volatility. Four actions that treasury and finance

repositioning their regional treasury

4 in 10

considering:

executives are

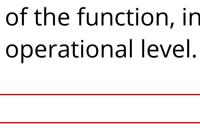
Singapore

Hong Kong



Shanghai

can take to influence business strategy



to unlock time

Increase and widen

True collaboration should take place at all levels

upstream collaboration

Use new technology

of the function, including among executives at the even recommend a drastic change if the situation demands it.

49% of respondents say generative AI is

helping them overcome long-term talent

challenges within the finance organisation.

Prepare to challenge

Be prepared to flag concerns, identify threats and

Enable digitalisation and data-driven business models.

Top considerations organisations look for when seeking new financial services partners.

Create new partnerships with financial services providers to

unlock financing opportunities around the customer journey and enable trade and payments digitalisation.

Deepen local stakeholder and banking relationships

40% 38% Sector Market knowledge knowledge

Technology capabilities

35% 33% Innovative Reputation solutions for stability

27% Willingness to work as a partner, beyond a transactional approach