

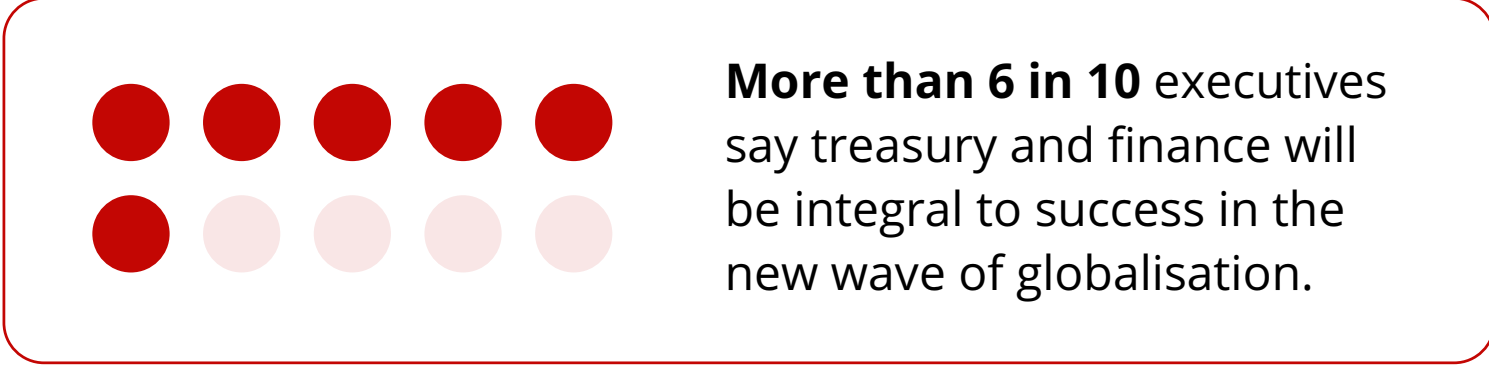
PIVOTAL

How Treasury and Finance Enable a New Era of Globalisation

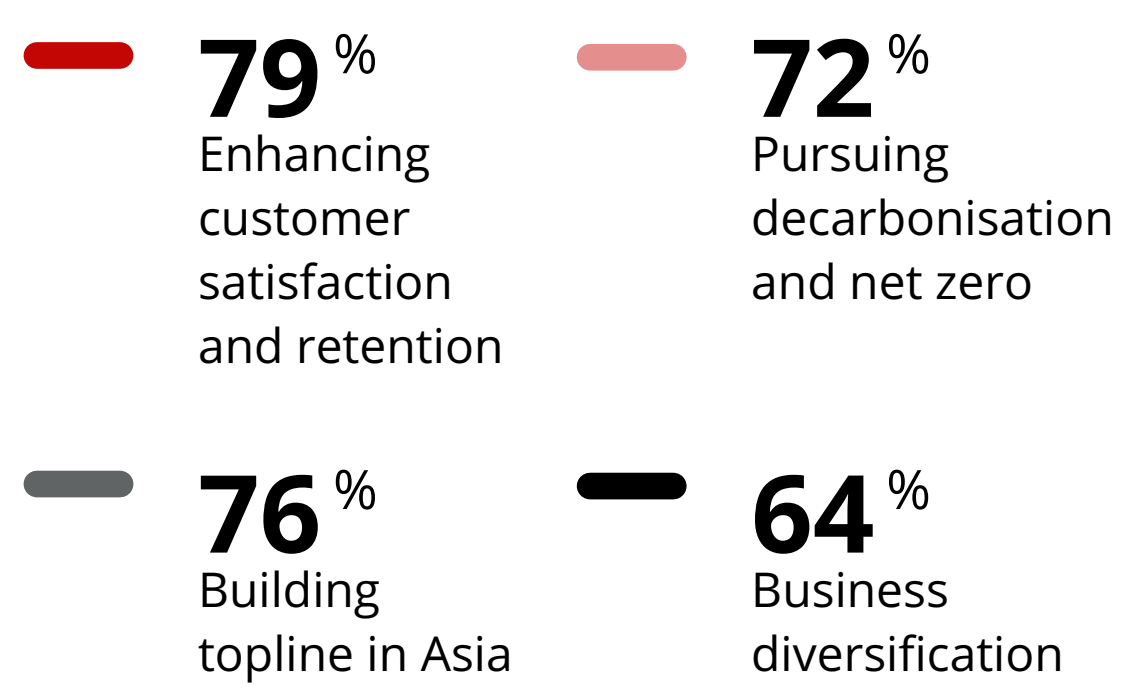
This survey was conducted among 570 senior leaders across nine sectors and 15 markets, with a particular focus on ASEAN markets, India and China.

It aimed to uncover insights into how the evolving dynamics of global markets are reshaping business strategies in this new wave of globalisation and how the roles of treasury and finance have evolved.

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



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.

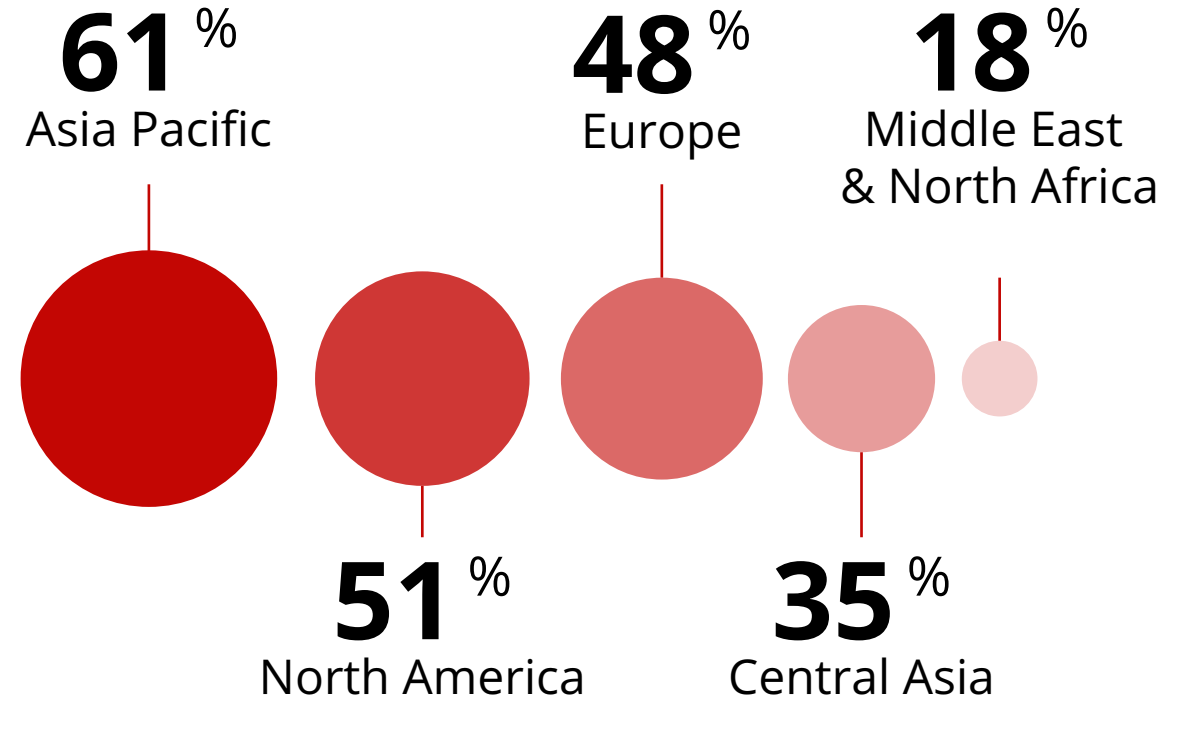


Asia is a strategic priority for businesses

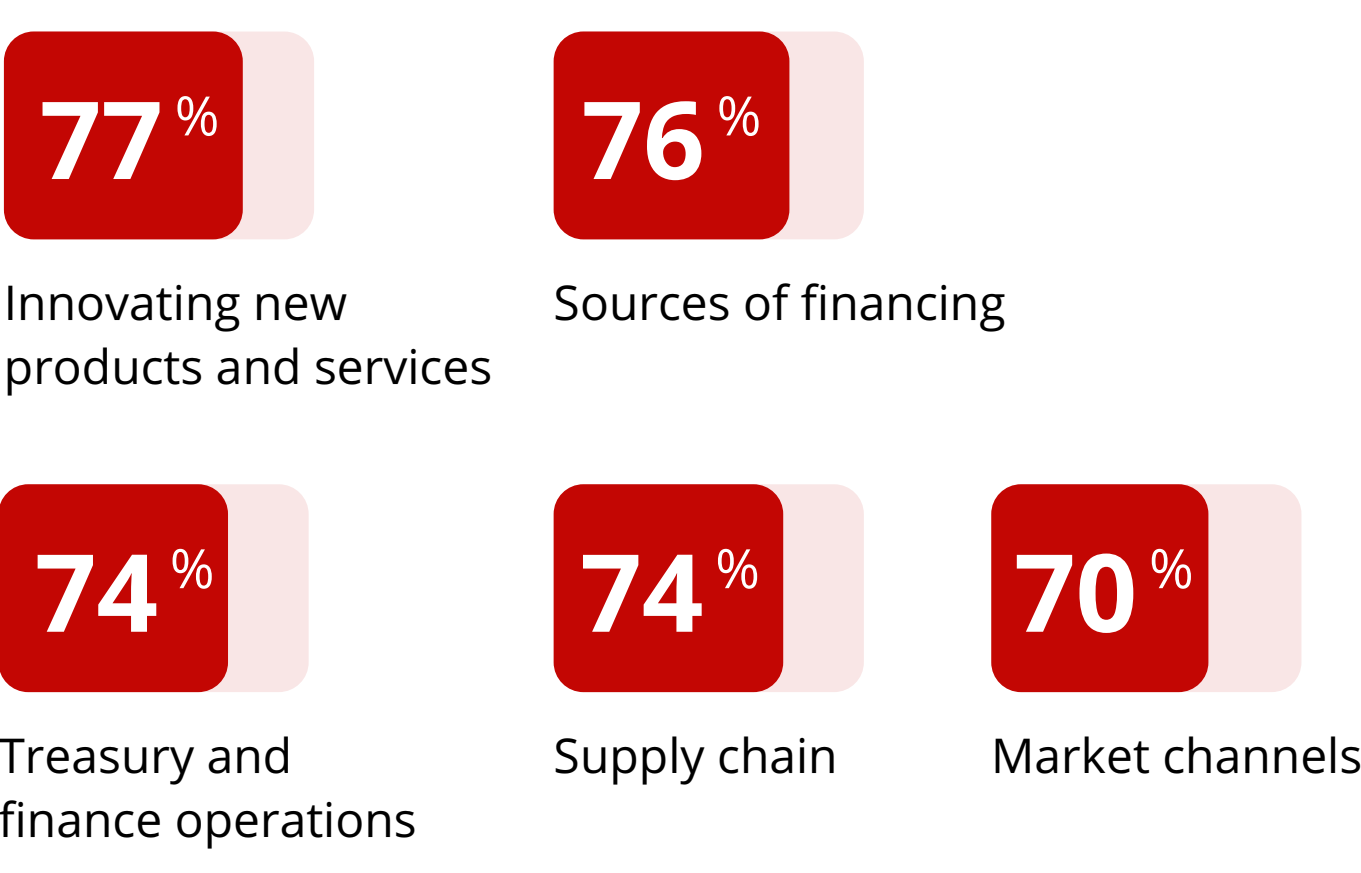
One in two said expansion in Asia is a strategic priority for their business. The region's enormous consumer market and growing receptiveness to digital innovation is one of its alluring charms.



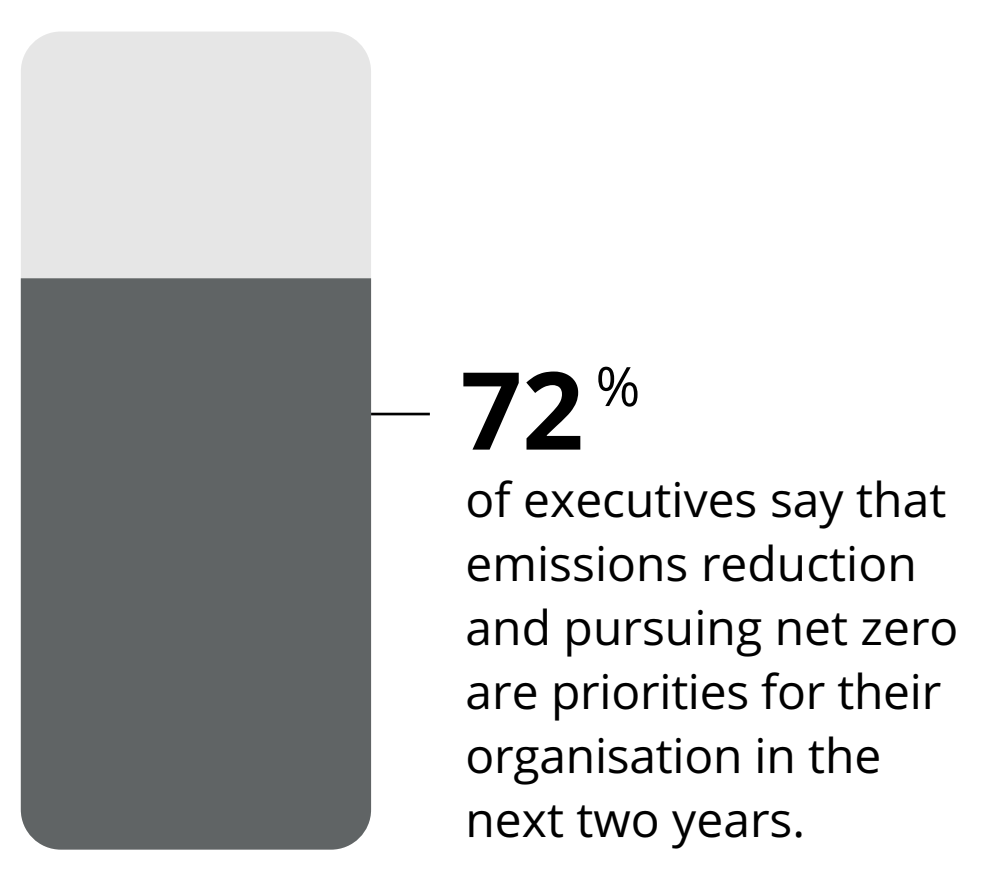
Businesses are looking to diversify their operations specifically within APAC, due to the nuances of the economies, infrastructure and culture of its countries within.



Given the potential of generative AI and the increasing prevalence of data-driven business models, these are the key areas executives are focusing on to diversify their businesses.

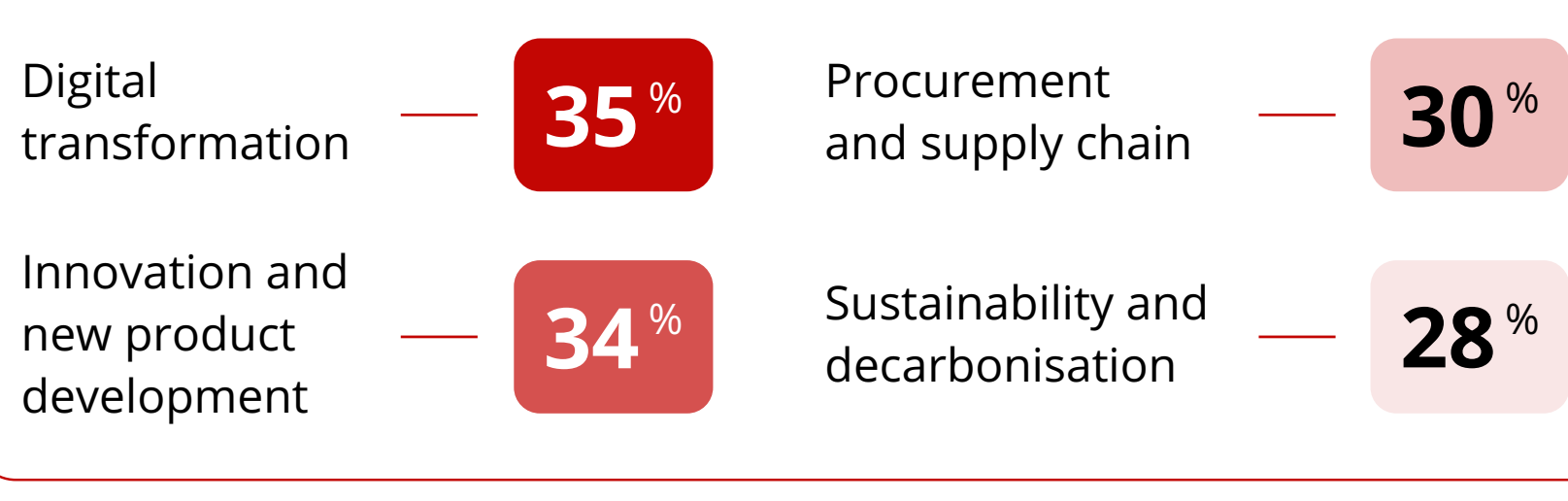


With that, businesses are developing more sustainably-produced goods and services to satisfy changes in customer preferences.

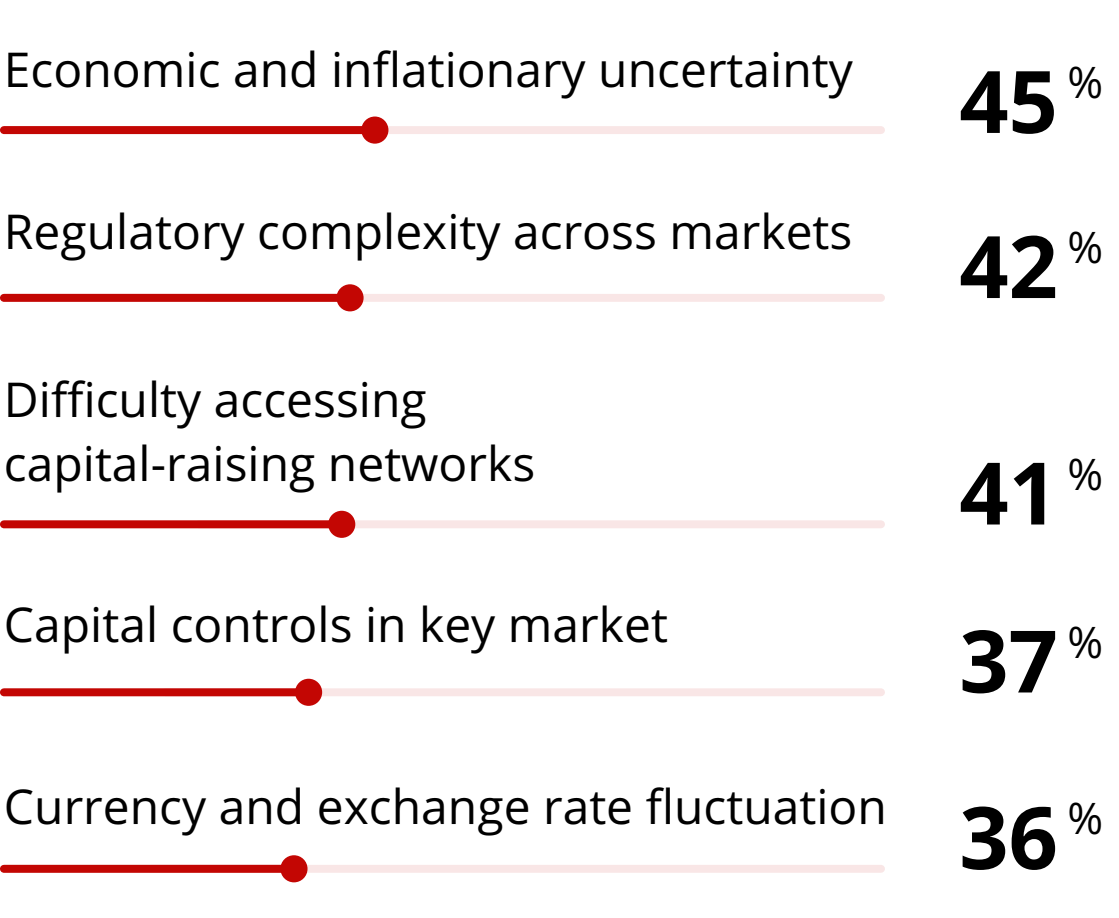


Treasury and Finance are driving strategic priorities

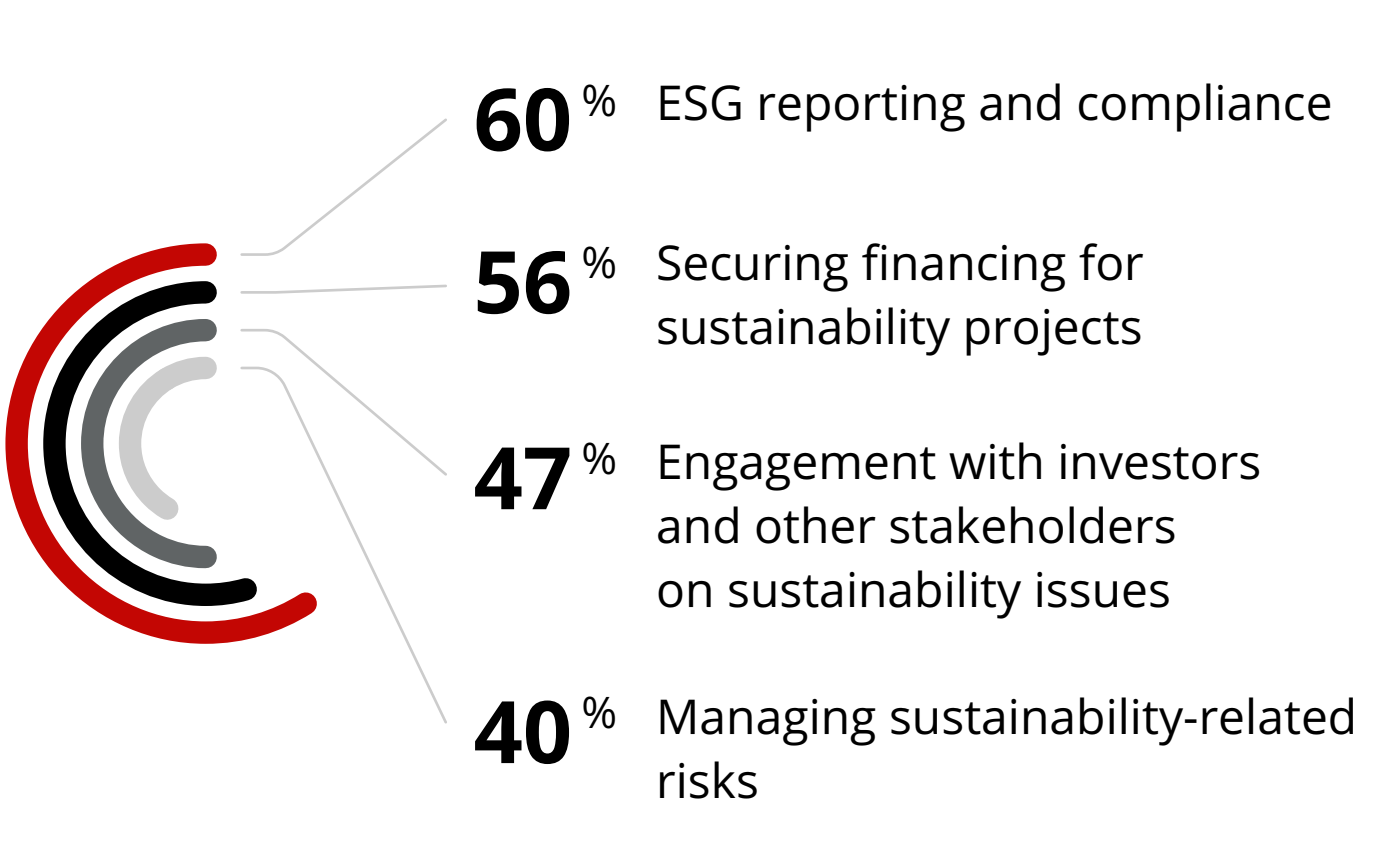
Today, treasury and finance contribute significantly enabling businesses to safeguard their business economic value with strategic priorities and initiatives such as:



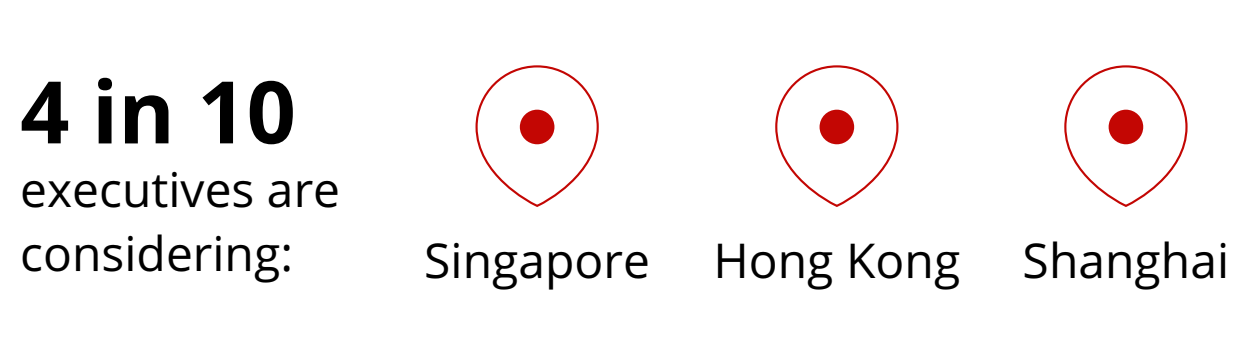
Businesses face increasing difficulty in securing the financing required to create growth in Asia due to:



As businesses diversify across different markets, managing regulation to secure net-zero consistency becomes more challenging with varying priorities for treasury and finance.



Multinational businesses are repositioning their regional treasury centres (RTCs) to Asia to better manage risk exposure, rising inflation and foreign exchange volatility.



Four actions that treasury and finance can take to influence business strategy

Increase and widen upstream collaboration

True collaboration should take place at all levels of the function, including among executives at the operational level.

Prepare to challenge

Be prepared to flag concerns, identify threats and even recommend a drastic change if the situation demands it.

Use new technology to unlock time

Enable digitalisation and data-driven business models.

49% of respondents say generative AI is helping them overcome long-term talent challenges within the finance organisation.

Deepen local stakeholder and banking relationships

Create new partnerships with financial services providers to unlock financing opportunities around the customer journey and enable trade and payments digitalisation.

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

- 40%** Sector knowledge
- 38%** Market knowledge
- 37%** Technology capabilities
- 35%** Innovative solutions
- 33%** Reputation for stability
- 27%** Willingness to work as a partner, beyond a transactional approach