Building the Future-Ready Wholesale Bank

TAB Global report on transformation strategies and initiatives among leading banks in APAC

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Message from FIS

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Corporate bankers across Asia Pacific are seizing opportunities to enable digital commerce while addressing the challenges of fragmented regulations, new payment standards and a growing demand for data-driven services.

The demand for real-time, cross-border capabilities, seamless client workflows and sustainability-led services is reshaping the corporate banking landscape. Payment systems like PayNow, UPI and PromptPay, combined with ISO 20022 standards, lay the foundation for real-time cross-border operations. The role of the cloud is equally pivotal. With mounting data sovereignty requirements, hybrid deployment options are essential for compliance and scalability.

Delivering these capabilities at scale requires the region's bank executives to strategically reimagine their operations and platforms to strengthen their role as growth and innovation enablers in the region.

Yet, navigating this transformation is no small feat. The challenge lies in balancing legacy infrastructure with modern, API-first platforms that enable connectivity and rapid localisation, manage costs and risks, and deliver differentiated value to your corporate clients. Banks increasingly require partners that can accelerate transformation from their current position and be accountable for creating value quickly.

FIS® supports this transformation through composable, core-agnostic solutions designed for the Asia Pacific region, that enable seamless integration with ERP systems, B2B marketplaces and global payment networks. Fintech and ecosystem partnerships enhance flexibility, allowing banks to deliver embedded finance and tailored experiences. FIS' Asia Pacific customers are often the first adopters of new technologies, highlighting the region's innovation and drive for excellence.

Whether a regional bank scaling into new markets in Asia Pacific or a global institution localising operations — reliability can be fused with innovation to architect the future of corporate banking.

This report profiles strategies, innovations and case studies shaping Asia Pacific's wholesale and corporate banking future. Forward-thinking banks are leading by prioritising modernisation, real-time cross-border solutions and strategic collaborations to create resilient, future-ready offerings that meet today's demands and anticipate tomorrow's growth.

Foreword

As wholesale banking becomes more deeply embedded in global supply chains, real-time treasury operations and cross-border financial infrastructure, leading banks in Asia Pacific (APAC) are rethinking their strategies and technology foundations to meet evolving client and regulatory demands.

The next generation of wholesale banking platforms must go beyond digitising front ends. They will need to integrate seamlessly into client ecosystems, support new payment standards like ISO 20022 and deliver value-added services including application programming interfaces (APIs), artificial intelligence (AI), virtual accounts (VAs) and sustainability-linked solutions. Achieving this requires investment in technology foundations, data and embedded decisioning, while also building the resilience and interoperability demanded by an interconnected economy.

This whitepaper features TABInsights research exploring key trends reshaping wholesale banking and how leading institutions in the region are modernising their platforms. It highlights the strategies, enabling technologies and case studies from several leading banks in APAC. These show how banks are differentiating themselves and future-proofing their roles as essential infrastructure for corporates and institutions.

Table of contents

Executive summary

01. Changing ground: Shifting forces and frictions reshaping APAC wholesale banking 6
- 1.1. Regional diversity of regulation, currency regimes and legacy rails
- 1.2. Rising cross-border complexity and "always-on" liquidity demand
- 1.3. Emergence of embedded finance and platform competition

02. Strategic levers: Key priorities for banks to re-imagine their business models 9
- 2.1. Client-centric orchestration
- 2.2. Data-led intelligent decision-making
- 2.3. Sustainable, purpose-led flows
- 2.4. Digital-first experience

03. Key technology enablers for scalable infrastructure 11
- 3.1. Intelligent payment and liquidity infrastructure
- 3.2. Virtual accounts
- 3.3. Modular and agile architecture
- 3.4. AI-first capabilities across the transaction lifecycle
- 3.5. Security, compliance and resilience by design
- 3.6. Blockchain, smart contract and interoperability

04. Solution domains: Mapping use cases to impact across functional areas 15
- 4.1. Payments and collections
- 4.2. Cash and liquidity
- 4.3. Trade and supply-chain finance
- 4.4. Securities and custody
- 4.5. Treasury, FX and risk

05. Case studies of leading APAC banks 18
- 5.1. Mizuho Bank: Strengthening APAC franchise with innovation and partnerships
- 5.2. Techcombank: AI, cloud and APIs powering client-centric orchestration in wholesale banking
- 5.3. Maybank: Scaling regional transaction banking through platform modernisation
- 5.4. Bangkok Bank: Advancing trade finance digitalisation within regional networks

06. Recommendations 25

Executive summary

Wholesale banking in APAC is at an inflection point. Geopolitics, interest rate volatility and regulation are reshaping cross-border flows. Corporates now expect speed, real-time visibility and control of funds across markets. They want financing aligned to sustainability goals, with risk managed dynamically across jurisdictions. Banks must move beyond incremental change and redesign how they deliver services.

Three imperatives are visible across the region's leading banks:

- Embed: API services that plug payments and real-time reconciliation directly into clients' enterprise resource planning (ERP) workflows.
- Orchestrate: Re-architect on cloud-native, modular foundations to improve scalability, resilience and speed to market.
- Accelerate: Harness AI to predict, automate and manage risk in real time.

On the ground, payments are modernising via ISO 20022, interlinked fast-payment systems and quick response (QR) integration. Trade finance is going digital, extending reach through platform partnerships, data- and insight-led decision-making and digital documentation. Virtual accounts and integrated systems give treasurers real-time cash visibility across borders. AI-based forecasting and risk models are strengthening liquidity and compliance. Growing regulatory pressure is making sustainability cross-cutting, as banks scale sustainability-linked supply-chain finance and green trade finance solutions such as green deposits, guarantees and letters of credit (LCs).

In TAB Global's Transaction Finance Survey 2025, banks in APAC report that real-time cash initiatives lift average straight-through processing (STP) rates to 94.1%.

The following case studies highlight these shifts in action:

- Mizuho is expanding partnerships and modernising its trade finance system, client insights platform and integration hub. These enable faster processing, resulting in a 22% uplift in trade finance revenue in 2024. The bank is embedding a green finance framework, scaling eGuarantees and generative AI to automate the request for proposal (RFP) process. It is also exploring tokenised deposits, leveraging blockchain to enhance inter-branch settlement processes.
- Techcombank embeds ERP-integrated treasury services, structured virtual accounts and real-time payment to improve collections. It is scaling on a modular, cloud-native stack with a strong focus on data-led insight. Results demonstrate 91% of transactions conducted digitally and 50% growth in e-banking volumes in 2024.
- Maybank modernised its corporate banking platform to provide a single view across cash, trade and supply-chain finance in Malaysia, Singapore and Indonesia. Partnerships and the use of transactional data support faster supplier financing, while cloud and data modernisation shorten deployment time.
- Bangkok Bank is digitising trade end-to-end with its new digital banking for export and import services and leveraging its regional network for same-day settlements.

These initiatives show a clear shift underway: from product delivery to client-centred embedded delivery, from reactive compliance to predictive insight, and from siloed systems to connected flows. Banks must act with speed to stay competitive; laggards face higher costs, unmet client processing needs, regulatory exposure and lost mandates.

1.Changing ground: Shifting forces and frictions reshaping APAC wholesale banking

Structural changes in global trade and regulations are redefining the foundation of wholesale banking in APAC. Asia's growth story is strong — driven by resilient supply chains, rising intra-regional trade and an increasingly digital-first economy.

According to a UN Trade and Development (UNCTAD) 2024 report, East Asian economies' exports amounted to $6.4 trillion in 2023 while imports reached $5.4 trillion.

Intra-Asia trade is accelerating, fuelled by deeper industry integration and initiatives such as the ASEAN Free Trade Area. In the six largest ASEAN economies, digital payments reached $806 billion in 2022 and are projected by the Asian Development Bank to surpass $1.2 trillion by 2025.

Structural shifts and key macro trends are driving strategies in APAC banks

Figure 1: Structural shifts in wholesale banking

Embedded finance

- Embedded banking and finance
- Ecosystem and platform integration
- Fintech and big tech-led innovation
- Invisible banking infrastructure

Rising cross-border trade complexity and liquidity

- Shifting supply chains
- Growing intra-Asia trade
- Real-time payment linkages, ISO 20022
- Dynamic cash visibility and liquidity
- Legacy domestic payment infrastructures

Regional regulatory diversity

- Fragmented regulatory frameworks and compliance
- Multiple currencies and capital controls
- Varied digital maturity
- ESG disclosure mandates
- CBDCs, new payment systems

Source: TABInsights

1.1. Regional diversity of regulation, currency regimes and legacy rails

APAC's financial landscape remains fragmented by heterogenous regulations, multiple currencies and varied settlement practices. It is being reshaped, however, by new reforms such as the legal recognition of electronic trade documents, widening oversight of digital assets (for example, Singapore's expanded Payment Services Act and Hong Kong's licensing of virtual-asset platforms) and fast-moving environmental, social and governance (ESG) disclosure mandates. Domestic instant-payment systems — such as Singapore's PayNow and India's Unified Payments Interface (UPI) and others — are being linked to enable more seamless cross-border transfers. Banks need to gear up for these developments while addressing the scalability and agility constraints of their legacy systems.

Leading regional institutions are already playing a key role in regional payment integration. Bangkok Bank, for instance, is involved in digital initiatives to streamline trade finance processes, such as the National Digital Trade Platform (NDTP) and piloting electronic bills of lading (eBLs) with banks in Singapore and Japan. It is also supporting PromptTrade, a regional initiative that builds on Thailand's PromptPay and other national schemes to enable cross-border QR and instant payments across ASEAN (see detailed case studies in section 5).

1.2. Rising cross-border complexity and "always-on" liquidity demand

Corporates increasingly operate in a 24/7 environment, managing operations across currencies and jurisdictions. Their treasury teams demand real-time cash visibility and seamless cross-border movement, pushing banks in APAC to build regional networks and integrated real-time infrastructure that can

support treasury needs with precision and speed. Banks with strong multi-country regional presence, such as Mizuho and Bangkok Bank, are leveraging their networks for faster funding, same-day cross-border processing and payments.

1.3. Emergence of embedded finance and platform competition

Banks now face rising competition from fintechs and digital platforms that deliver seamless, digital-native transaction services. Finance is moving into the systems where clients already operate — ERPs, marketplaces and partner platforms. To stay relevant, banks must pivot to orchestrate value within client ecosystems. As platform partnerships accelerate, banks are evolving into infrastructure enablers, providing "invisible" services that underpin the broader ecosystem. By integrating gateways for collections, they are expanding reach and securing new revenue streams.

Corporate treasury teams demand real-time cash visibility and seamless cross-border movement, pushing banks in APAC to build regional networks and integrated real-time infrastructure.

2. Strategic levers: Key priorities for banks to reimagine their business models

To stay relevant and competitive, banks are anchoring transformation on key strategies

Figure 2: Key strategic levers of leading banks

	Client-centric orchestration	Data-led intelligent decisioning	Sustainable, purpose-led flows	Digital-first experiences
Focus	Client-centric banking Real-time services	Dynamic, intelligent and tailored banking	Sustainable finance at scale	Digital first, agile, seamless service
Initiatives	Modular architecture API-driven integration Embedded insights	AI forecasting, monitoring Real time data streams Dynamic liquidity	ESG-linked trade, green LC Supply chain finance Green finance framework	Digital onboarding, docs Self service Intelligent automation
Outcomes	Scale agility Contextual banking Retention & client growth	Capital optimisation Financial decisions User experience	Meet sustainability goals Regulatory compliance	Higher efficiency Lower costs Client satisfaction

Source: TABInsights

2.1. Client-centric orchestration

Banks are focused on meeting clients' unique needs with agile, tailored services geared for the end user. Leading banks are shifting from siloed channels to embedding solutions directly into clients' ERPs and procurement platforms. They are building consistent, scalable platforms anchored by regional hubs, enabling global design with local deployment. Vietnam Technological and Commercial Joint Stock Bank (Techcombank), for instance, embeds payments and reconciliation into ERP workflows through an API-enabled stack—improving resilience and speed-to-market.

2.2. Data-led intelligent decision-making

Corporate demand for informed decision-making is driving banks to accelerate data integration, AI-driven insights, and intelligent services. Predictive analytics are enhancing financing and risk management capabilities. Mizuho has implemented a platform that leverages transaction data to anticipate client needs, such as predicting foreign exchange (FX) requirements or attrition risk. Techcombank is using predictive analytics for forecasting and risk management.

2.3. Sustainable, purpose-led flows

Sustainability has moved from a niche to a cross-cutting mandate. New standards issued by the IFRS Foundation's International Sustainability Standards Board (ISSB) are raising the bar for ESG reporting and assurance. Across Asia, regulators are embedding sustainability into market rules — from Singapore's Green Finance Action Plan to India's ESG disclosure regime. As a result, sustainable, purpose-led flows are becoming integral to transaction banking. ESG-linked finance, with relative pricing tied to sustainability performance indicators, is gaining traction. Mizuho Bank, for instance, has launched a Green & Sustainable Trade Finance Framework and issued its first green LC, illustrating how ESG is shaping product design and disclosure.

2.4. Digital-first experience

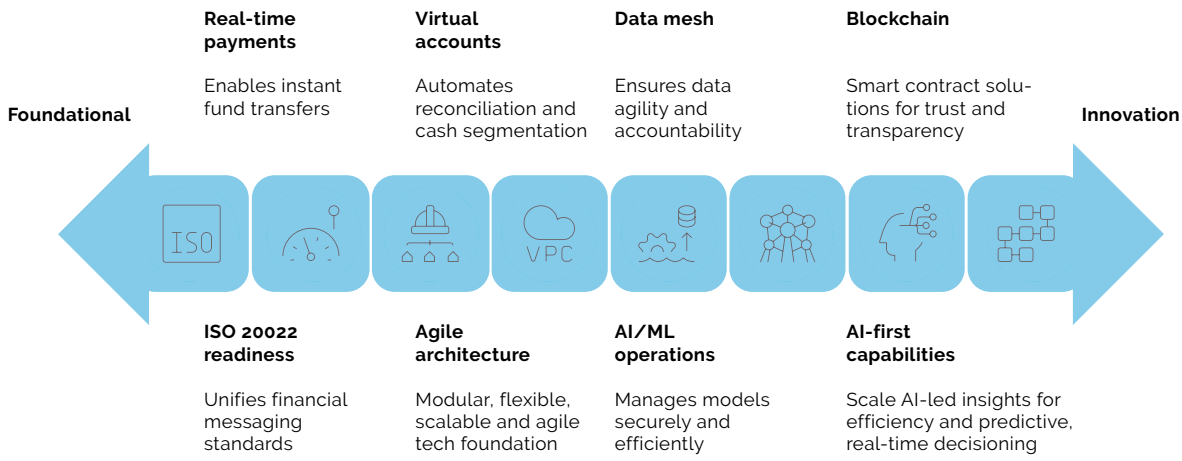
A digital-first experience is no longer a differentiator but a baseline expectation. Clients need speed, customisation and frictionless self-service. Leading banks are eliminating paper workflows, offering intuitive digital platforms and configurable role-based dashboards to deliver seamless user journeys from onboarding to operations. In Singapore, banks are enabling digital transactions integrated with SingPass and automated KYC. In Vietnam, banks offer digital signatures and e-KYC aligned with evolving regulations. Several banks are also focusing on end-to-end trade digitisation.

3. Key technology enablers for scalable infrastructure

Technology enablers form the core foundations for delivering these strategies at scale. Modernising the tech stack is central to transforming operations and strengthening service capability. The following priorities define how leading banks are advancing their platforms.

Banks must strengthen digital foundations while scaling selective innovation

Figure 3: Key elements in technology modernisation of a wholesale bank



Source: TABInsights

3.1. Intelligent payment and liquidity infrastructure

Banks are building real-time payment services and infrastructure. With the upcoming November 2025 deadline for transitioning to ISO 20022 for cross-border payments (CBPR+), adoption is accelerating. The data-rich standard strengthens reconciliation, compliance and automation. APIs and host-to-host connections enable faster data exchange and straight-through reconciliation. In parallel, banks are integrating with national fast-payment systems and QR-based systems to deliver instant payments. With regulators now expecting intraday-liquidity monitoring, real-time dashboards, FX tools and automated sweeping are becoming table stakes.

3.2. Virtual accounts

Virtual accounts (VA), unique identifiers assigned to customers or transactions under a single master account, are enabling receivables automation, granular cash segmentation and intraday liquidity control. Banks are deploying structured VA hierarchies enabling straight-through reconciliation, better visibility and simplified account structures. At Techcombank, for example, a VA platform embedded at the ERP level improved real-time visibility, with volumes growing 11-fold and values four-fold in 2024.

3.3. Modular and agile architecture

Rigid cores remain the biggest constraint to agility. Leading banks are moving decisively to cloud-native systems for greater scalability, microservices-based platforms for increased flexibility and event-driven frameworks for real-time service. This shift allows institutions to reconfigure rapidly as client needs or

regulations evolve, while reducing time-to-market for new offerings and anchoring strategic agility. Maybank and Techcombank are expanding cloud adoption, while Mizuho Bank is revamping its trade core banking systems.

3.4. AI-first capabilities across the transaction lifecycle

AI has moved beyond efficiency pilots into production. It is shifting operations from reactive to predictive, improving forecasting, reconciliation and financial-crime monitoring. Mizuho, for example, uses generative AI to automate cash-management RFP responses, cutting cycle time and effort. Scaling AI requires a stronger data foundation. Banks are integrating data silos, strengthening governance and clarifying domain ownership, often applying data-mesh principles to improve quality and access. Using its integrated "data brain", Techcombank runs over 45 machine learning (ML) models across more than 50 systems for forecasting, fraud and optimisation.

AI has moved beyond efficiency pilots into production. It is shifting operations from reactive to predictive, improving forecasting, reconciliation and financial-crime monitoring.

To industrialise AI at scale, some of the leading banks are deploying machine learning operations (MLOps), model management platforms and adding GPU-based infrastructure to train and serve models. In parallel, privacy-preserving analytics — including encryption-based methods, federated learning and synthetic data — are moving from pilots into early production, enabling insights on sensitive data without exposure.

3.5. Security, compliance and resilience by design

Resilience begins with a modern core, modular services and robust safeguards. Banks are adopting a zero-trust approach with continuous verification and minimal-privilege access for users and services. Proactive risk governance is being embedded in the software lifecycle through threat modelling and automated control monitoring. Third-party risk management is also under greater scrutiny, re-

quiring rigorous due diligence and ongoing monitoring. Reliability now depends on active-active architecture and stronger disaster-recovery processes.

3.6. Blockchain, smart contracts and interoperability

Blockchain applications are moving from pilots to selective deployment where they reduce risk and cycle time. Use cases include trade verification, digital guarantees, real-time settlement and eBLs. Mizuho is exploring tokenised deposits to improve inter-branch settlement. Scaling will depend on interoperability and standards alignment across networks, data formats and legal recognition.

4. Solution domains: Mapping use cases to impact across functional areas

Solution domains are major functional areas of wholesale banking — payments, trade, liquidity, securities and treasury — where transformation is being applied to address pain points and drive value.

Modern platforms address pain points with emerging technology-enabled solutions

Figure 4: Key challenges and initiatives across solution domains

Solution domain	Pain points	Key targets	Initiatives
Payments & collections	• Cut-off windows • Payment method integration • Reconciliation delays	• ISO 20022 payments, • R2P, regional QR • Real-time payments	• FAST, UPI, PayNow integration • Corporate QR payments • Real time collections
Cash & liquidity	• Nostro traps, manual pooling and fragmented cash • ERP integration, siloed data	• Real-time cash management • Centralised and dynamic liquidity • Intelligent AI-driven optimisation	• Virtual-account hubs • Account sweeping and pooling • Blockchain settlement
Trade, supply-chain finance	• Paper piles, physical docs • Long processing cycles • Data sharing	• Digital docs, eBL, smart contracts • Integrating sustainability journeys • Dynamic discounting	• Digital trade fin, guarantees • SGTraDex, eBL, smart contracts • ESG scoring and performance
Securities & custody	• Settlement risk • Corporate-action errors • Latency	• Tokenised DvP • Automated corporate actions • Collateral mobility	• mBridge cross-border CBDC project • MAS Project Guardian • Blockchain pilots
Treasury, FX, risk	• Manual FX risk management • Overdraft, counterparty risk • AML false positives	• Auto-hedge APIs • Cross-border PvP • Self-learning AML	• Integrated treasury systems • PvP settlement • AI/ML risk assessments, hedging

Source: TABInsights

4.1. Payments and collections

Across APAC, leading transaction banks are building frictionless payment ecosystems by linking directly to national payment infrastructures, embedding VAs and QR solutions and layering on real-time liquidity tools. Integration with national networks and the rollout of dynamic FX tools are enabling real-time, automated transfers and reconciliation. Techcombank, for example, connected to the National Payments Corporation of Vietnam (NAPAS) to support instant domestic transfers and launched QR payment solutions for corporates.

4.2. Cash and liquidity

Banks are re-architecting their transaction services to optimise cash flows through automation of reconciliation, invoice matching and integrated reporting. Regional treasury centres are increasingly adopting AI-driven forecasting and analytics for faster visibility over liquidity and exposures. A leading US bank with a strong Asian presence launched an AI-powered cash reporting solution with real-time forecasts, enabling scenario modelling, single-click cash positions and improved liquidity tracking. By 2024, it had become one of the bank's fastest-growing products, with user activity up 50%.

4.3. Trade and supply-chain finance

Digital trade platforms and cross-industry collaborations are advancing trade ecosystem. Challenged by regulatory complexities and paper-based processes, banks are accelerating investment in digitalising trade finance and supply chain management. Platform modernisation is delivering efficiency gains, while partnerships are enhancing connectivity. Maybank, for instance, partnered with a procurement-to-payment platform to enhance supplier financing and working capital access.

Industry initiatives such as Singapore's TradeTrust, which leverages open standards and blockchain to exchange electronic trade documents, and Singapore Trade Data Exchange (SGTraDex), a secure digital infrastructure for real-time sharing of supply chain and trade data, are enhancing trust and efficiency. In parallel, leading banks are embedding sustainability-linked financing into trade and supply-chain programmes to support clients' ESG objectives.

4.4. Securities and custody

Banks are modernising infrastructure with pilots in tokenisation, smart contracts and blockchain-based settlement, moving towards automated asset servicing. Under the Monetary Authority of Singapore's (MAS) Project Guardian, DBS, J.P. Morgan and others executed pilot smart-contract settlements of tokenised deposits and government bonds on a public blockchain using decentralised finance (DeFi) protocols. In 2024, Hong Kong's Project mBridge, led by the Bank

of International Settlements (BIS) and several central banks, advanced to a minimum viable product enabling real-time cross-border payments and FX using central bank digital currencies (CBDCs). Recently, OCBC launched a $1 billion digital US commercial paper programme facilitated by J.P. Morgan's blockchain-based Digital Debt Service — a concrete step toward tokenising short-term securities issuance and settlement, unlocking funding and leveraging blockchain across the securities lifecycle.

4.5. Treasury, FX and risk

Banks are re-engineering treasury operations for a 24/7, cross-border environment. Intelligent infrastructure and APIs are enabling dynamic FX risk management, automated hedging, and anomaly detection. One example is Deutsche Bank's dbX, its umbrella suite of correspondent banking tools for institutional clients, including payments, transactional FX, liquidity management and advisory and reporting services.

Banks are re-architecting their transaction services to optimise cash flows through automation of reconciliation, invoice matching and integrated reporting.

5. Case studies of leading APAC banks

5.1. Mizuho Bank: Strengthening APAC franchise with innovation and partnerships

Mizuho Bank, a leading Japanese financial institution, is positioning itself as a regional connector in APAC. Leveraging its network across 14 countries in the region, the bank supports corporates' cross-border trade and liquidity needs and aims to expand market share.

Recognising the importance of a client-first approach, Mizuho has launched several initiatives, onboarding clients with value-driven solutions tailored to their trade flows. It supported clients with significant overseas operations or those entering new trade corridors by leveraging its regional presence and expertise in meeting complex trade finance needs. Its adoption of advanced data analytics tools and innovative structured trade solutions enabled it to deliver meaningful results for clients.

Upgraded trade finance platform standardises connectivity

Mizuho introduced new trade finance and digital guarantee capabilities, alongside pilots in tokenised deposits with the longer-term aim of transforming transactional efficiency. With its clients operating across multiple jurisdictions, it continues to modernise its infrastructure to harmonise products and services regionally.

The bank has also launched a Green and Sustainable Trade Finance Framework and issued its first green LC. In Singapore, it was an early adopter of the eGuarantee@Gov platform, issuing over 1,600 digital guarantees on this industry platform.

Partnerships extend market access and strengthen client acquisition

Meanwhile, the bank's fintech partnership in India has delivered retail collection capabilities, integrating gateways, point of sale (POS) systems, QR codes, and the Electronic National Automated Clearing House (eNACH) to offer clients a suite of tailored solutions to digitise and optimise their collection processes. This is generating significant revenue from new deposits and winning mandates from multinational clients.

Mizuho's partnership with BNY has granted reciprocal access to Relationship Management Application networks, extending its reach to over 4,000 bank branches and key markets worldwide. The bank has implemented several programs for risk-diversification, both with risk-participation-in or risk-participation-out to serve substantial client financing needs, doubling the volume of assets distributed in a year.

Technology initiatives in AI, data and blockchain driving operational efficiencies

Mizuho is embedding AI, data analytics and blockchain to modernise its capabilities. Leveraging analytics to identify trade flow opportunities, the bank rolled out a Client Insights Platform that leverages transaction data to anticipate client needs — from forecasting FX requirements to detecting anomalies that may signal attrition risk. It improved operational efficiency and centralised processing of bank guarantees with simplified documentation.

The bank has also developed a generative AI solution, integrating with retrieval-augmented generation (RAG), to automate and streamline the process of responding to RFPs for corporate cash management mandates. In parallel, a trade core banking revamp and the rollout of a Regional Integration Hub are underway in two pilot countries. These initiatives are modernising the bank's technology foundation to support consistent cross-border flows, while standardising host-to-host capabilities to deliver faster onboarding, stronger connectivity and improved reporting.

Mizuho Bank is additionally piloting blockchain applications for settlement, exploring tokenised deposits to transform inter-branch transactions. These pilots aim to accelerate settlement speed, reduce costs and automate liquidity management.

New trade finance capabilities and digital solutions drive tangible outcomes

Figure 5: Business impact and outcome

Key indicators	Outcome
CASA deposits	10% increase in 2024
Trade finance revenue	22% growth in 2024
Sustainability innovation	#1st Green LC issued under the bank's Green and Sustainable Trade Finance Framework.

Source: TABInsights

Future focus areas

Mizuho is focusing on a stronger technology stack and innovation using emerging AI and blockchain, while executing on client-centric business priorities.These priorities reinforce its role as a regional connector across Asia's trade corridors and a long-term partner for corporates seeking holistic banking across the region.

5.2. Techcombank: AI, cloud and APIs powering client-centric orchestration in wholesale banking

Techcombank aims to become the main operating account for corporates in Vietnam, positioning itself at the core of their financial operations. Its transformation strategy centres on applying AI and data-driven insights, integrating services directly into client platforms and modernising its technology foundation through cloud and APIs.

Embedding solutions across treasury, payments and trade finance

The bank's initiatives span the following areas:

- **Cash management and treasury**: Techcombank's C-Cash Treasury platform provides real-time cash visibility, analytics and liquidity forecasting. By 2024, over 120 corporates had adopted the platform to optimise liquidity, reflecting growing demand for scalable solutions.
- **Payments**: Integration with Vietnam's NAPAS network enabled instant domestic transfers and faster settlement. VAs have further automated receivables reconciliation, reduced manual processes and enhanced reporting accuracy. Direct integration with client systems can be completed within two weeks. The bank has also expanded QR-based domestic payments and Swift Go low-value cross-border transfers, targeting ISO 20022 readiness by the fourth quarter of 2025.
- **Trade finance**: Techcombank introduced digital guarantees with e-signatures, reducing transaction times to 40 seconds. Its supply chain finance platform enhances visibility and working capital efficiency for corporates across value chains.

Technology foundation for orchestrating client ecosystems

Techcombank is building a cloud-native, modular, API-enabled stack to improve scalability and resilience, enabling consistent deployment of solutions across client platforms. ERP integration has embedded payments, reconciliation and liquidity tools directly into client workflows.

In parallel, the bank is strengthening data enablement. Its Data Intelligence Platform runs over 45 ML models to support liquidity optimisation, fraud detection, forecasting and engagement. These initiatives demonstrate how the bank uses data to anticipate client needs while enhancing resilience and risk control.

Delivering business value through multipronged initiatives

Figure 6: Business impact and outcome

Focus area	Initiatives	Outcomes
Digital growth	Digital banking platform and mobile app API integration	91% of transactions digital In 2024, e-banking volumes up by 50%
Trade digitisation	Digital guarantee Supply chain finance platform	Faster settlement, improved financing and TAT 50% of clients use online guarantee Transaction time below 40 seconds for corporate clients
Cash management	C-Cash Virtual Accounts	Real-time cash visibility, liquidity, instant reconciliation In 2024, VA platform volumes up by 11X, value by 4X
Payments	NAPAS integration QR, Swift Go	99.97% success rate in QR payments In 2024, QR expanded to 1.6 million merchants Customised QR for corporates – 41 million transactions

Source: TABInsights

Future focus areas

Techcombank plans to deepen investment in AI, data and platform ecosystems, co-creating solutions with partners. Its model demonstrates how client-centric orchestration — anchored in a scalable digital foundation, API-first integration and AI-driven intelligence — can balance global standards with local relevance.

5.3. Maybank: Scaling regional transaction banking through platform modernisation

Malaysia's largest bank and the fourth-largest bank in ASEAN by assets, Maybank is strategically leveraging its presence in ten regional markets to expand its wholesale banking franchise. Its transformation agenda is anchored in the group's M25+ strategy, which emphasises customer centricity and experience, regional connectivity and accelerated digitalisation.

Innovations focused on digital experience and integrated solutions

Maybank's innovations are focused on three main areas:

- **Modernising platforms to unify regional transaction banking**: Maybank has transformed its transaction banking platform, Maybank2E (M2E), into an in-

tegrated digital gateway for cash, trade and supply chain finance in Malaysia, Singapore and Indonesia. This enables a unified regional experience with seamless onboarding and a single, real-time view of financial positions across markets. It also enables multi-currency payables financing and early payment solutions, optimising cash flow and decision-making for corporates with regional operations.

- **Ecosystem partnerships improve SME access to liquidity**: In Singapore, Maybank collaborated with PracBiz, a digital procurement-to-payment platform serving over 2,000 suppliers, to offer supply chain financing. By leveraging platform transaction data, the bank has broadened access to working capital for small and medium-sized enterprises (SMEs) and supported receivables financing. The collaboration also enhanced reconciliation visibility, reducing disputes and mismatches across the value chain.
- **Technology modernisation accelerating solution deployment**: Maybank is modernising its technology stack and addressing legacy infrastructure through a strategic technology partnership enhancing its cloud, AI and security capabilities. The bank has improved its application development and deployment time. Meanwhile, its data-driven risk models and pilots in AI/ML are enhancing credit allocation, reducing manual processing and boosting product uptake.

Initiatives drive efficiency and business growth

Figure 7: Business impact and outcome

Key indicators	Outcome
Partnership	• API based ecosystem partners across SME, trade, fintech • Expanded receivables and supply chain financing via M2E
Financial impact	• Transaction banking CASA balance grew by 6.5% YOY in 1H 2025 • Client growth on M2E in Malaysia rose by 13.2% in 1H 2025
Operational efficiency	• E-presentation of L/C claims cut processing from 5–7 days to 1 day • M2E EzyApply onboarding with 100% e-submission
Deeper relationships	• Wider client reach through ecosystem integration • Stronger buyer–supplier trust via digital transparency

Source: TABInsights

Future focus areas

Maybank plans to further scale its partnerships, expand the M2E platform's reach across ASEAN, deepen AI-driven risk modelling and accelerate embedded banking.

5.4. Bangkok Bank: Advancing trade finance digitalisation within regional networks

Bangkok Bank is targeting end-to-end trade finance digitalisation through a two-pronged strategy: upgrading systems and processes to accelerate digital adoption, and leveraging its regional footprint across 14 economies including three

international subsidiaries to drive cross-border efficiency. The bank is enhancing its trade finance solutions to deliver a more seamless, efficient and secure client experience.

A dual approach to accelerating trade finance digitalisation

This dual approach focuses on the following key areas:

- **Revamping trade finance with new capabilities**: At the heart of this transformation is Bangkok Bank's commitment to end-to-end digitalisation. The bank has introduced a new digital channel, iTrade, designed to simplify and streamline trade finance operations. This digital channel offers a fully integrated experience for importers and exporters, enabling clients to manage transactions through a secure, intuitive web interface. From real-time dashboards and comprehensive reporting, the solution targets to meet the complex needs of modern trade.

  As a result, a growing number of businesses are shifting their trade activities to this digital channel, with many clients now processing the majority of their transactions digitally. This shift reflects a broader demand of speed, transparency, and control by clients in their trade operations that is being delivered by the bank.

- **Leveraging regional network for cross-border collaboration:** Bangkok Bank's extensive regional footprint across 12 countries in Asia underpins its trade finance strategy, enabling seamless execution of cross-border transactions. It has capabilities in local currency settlement—including Chinese renminbi (RMB), Indonesian rupiah (IDR) and Malaysian ringgit (MYR)—and same-day processing of letters of credit and international fund transfer. This enables speed, reliability and assurance to importers and exporters.

In addition, Bangkok Bank also participates in national initiatives aimed at digitising trade flow. It supported national digital trade initiatives including PromptTrade and the National Digital Trade Platform, advancing cross-border data exchange and electronic bill of lading adoption.

Implementation points to positive results

Bangkok Bank's digital trade transformation leads to increased client engagement

Figure 8: Business impact and outcome

Key indicators	Outcome
Footprint	In 14 economies, including three international subsidiaries
Direct payment and cross currency settlements	Direct payment mechanisms and local-currency settlements in RMB, IDR, MYR
Processing speed	Same day processing of cross-border payments and trade finance, faster resolution across the regional network
Digital engagement	Active users send almost all their transactions digitally

Source: TABInsights

Future focus areas

Looking ahead, Bangkok Bank targets a future where trade finance is fully digital, automated, and compliant. This transformation is supported by a strategic focus on technology adoption and internal readiness—preparing teams and infrastructure to embrace emerging innovations. It is combining its regional strength with digital capabilities to build a resilient and agile trade network that meets the demands of a fast-changing global economy.

6. Recommendations

The industry is shifting decisively towards real-time and embedded services. Clients now award mandates to banking partners that integrate most deeply into their systems, provide data-led journeys and operate reliably across borders.

Banks must redefine how they create and deliver value and transform their technology foundations to support this. Delay has a cost: it raises expenses, lowers STP rates, reduces agility and weakens banks' ability to meet evolving client and regulatory demands — risking loss of the main operating account to faster rivals. Transformation is no longer optional; to remain relevant, banks should:

- **Establish real-time digital foundations**: Adopt ISO 20022, modular payment and channel services, and API-first services as non-negotiables — implemented once, reused everywhere. Transition to cloud-native, data-led platforms to deliver real-time liquidity, payments and treasury. Design for interoperability and blockchain-enabled exchanges across markets. Equally critical is embedding fraud checks, compliance, account validation and security directly into client workflows to build resilience and trust.
- **Orchestrate ecosystems, not just systems**: Move beyond platform participation to orchestrating ecosystems. Become integrators that embed services invisibly into workflows such as ERPs, payment rails, e-invoice networks and shipping portals, enabling client to operate in one seamless flow. Blend proprietary strengths with third-party innovation to expand market share and client access.
- **Turn data into product**: Set a single, bank-wide policy for data quality, lineage and access so information can be trusted and reused across borders. Scale AI capabilities for forecasting, screening and operations, with clear ownership, monitored performance and explainability.
- **Turn pilots into production rails**: Treat innovations in tokenisation, programmable finance and blockchain settlement as the next layer of market infrastructure. ESG-linked financing and real-time sustainability reporting are shifting from differentiators to regulatory expectations. In parallel, prepare for emerging technologies such as quantum computing by investing in quantum-safe cryptography and adaptive security frameworks.
- **Embed culture as the multiplier**: Technology can deliver scale, but culture sustains it. Foster cross-functional collaboration, embrace agile development practices and reward frequent releases, experimentation and innovation. Build a culture of data-centric decision-making and AI adoption across the organisation, treating data and AI as shared utility with stewardship and guardrails — not side experiments.

The future will be defined by not just the services that banks provide, but by the ecosystems they orchestrate and the intelligence they embed at scale.

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