

CHINA MARKET FACTSHEET

THE GREAT REWIRING MONEY IN A NEW ORDER

A Business and Finance Leaders' Handbook



Content and
knowledge partner



Shape the future
with confidence

Managing growth amid uncertainty

Organisations are pursuing growth opportunities beyond traditional markets while navigating shifting trade routes and rising counterparty risks. Together, these trends suggest that corporates are increasingly being required to support business expansion across a more complex and uncertain cross-border environment.

Against this backdrop, settlement diversification is emerging as an important means of building resilience. Significant exposure to alternative settlement currencies suggests that organisations are broadening their settlement strategies to support evolving trade patterns, maintain business continuity, and navigate a changing geopolitical landscape.

Sanctions risks are one of our biggest concerns... and the company has an internal leadership group to monitor compliance with sanctions.

Lijing Jiang
CFO, Hangzhou CIEC Group Co., Ltd. 

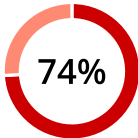
We previously relied on dominant global currencies, but are now building a diversified, multi-currency settlement framework centred on local currencies, particularly across emerging trade corridors such as Vietnam and other ASEAN markets. This helps reduce unnecessary FX conversion costs and mitigate exposure to cross-border payment disruptions arising from geopolitical tensions.

Sylvia Yau
Head of Payments, SF Group

Goeconomic challenges that have impacted corporates over the last 12 months

% of respondents

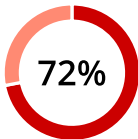
Expansion to new markets



Say that there is increased pressure to expand into new markets

Respondents are increasingly facing pressure to expand into new markets as organisations seek to diversify geographic risk and absorb excess industrial capacity. This trend is driving greater complexity, requiring support for new currencies, banking networks, and regulatory environments.

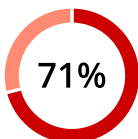
Adapting to trade corridors and shipping patterns



Say that there has been a need to adapt treasury operations to changing trade corridors and shipping patterns

Shifting trade corridors and evolving shipping patterns are requiring organisations to adapt treasury operations, including payment flows, liquidity structures, and cross-border banking arrangements.

Rising counterparty and sanctions risk

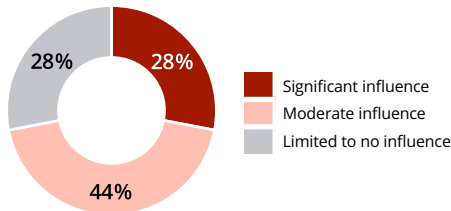


Say that there is increased counterparty and sanctions risk

There is a higher risk that business partners may be unable to fulfil their obligations, and that regulatory sanctions could disrupt or restrict transactions.

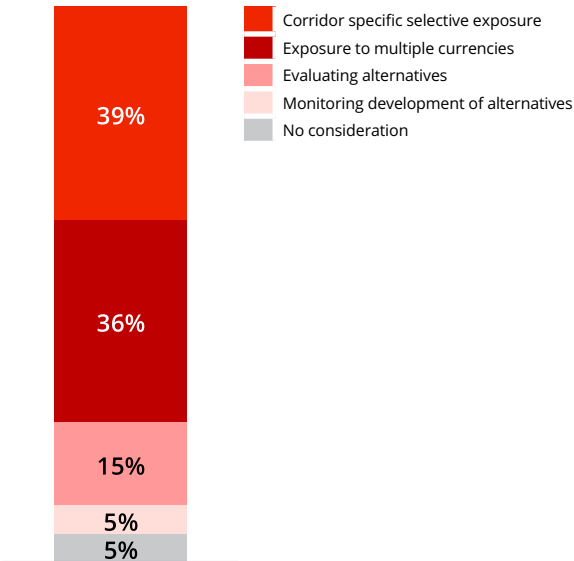
Degree of impact: how currency volatility and diversification influence the choice of settlement currency

% of respondents



Exposure to alternative settlement currencies

% of respondents



Strengthening visibility and control

Findings suggest that maintaining visibility, control, and trust across cash and payment flows is becoming increasingly important. Growing forecasting complexity and reliance on multiple partners are elevating the need to safeguard funds, improve transparency, and work with trusted intermediaries that can provide confidence in liquidity and payment positions.

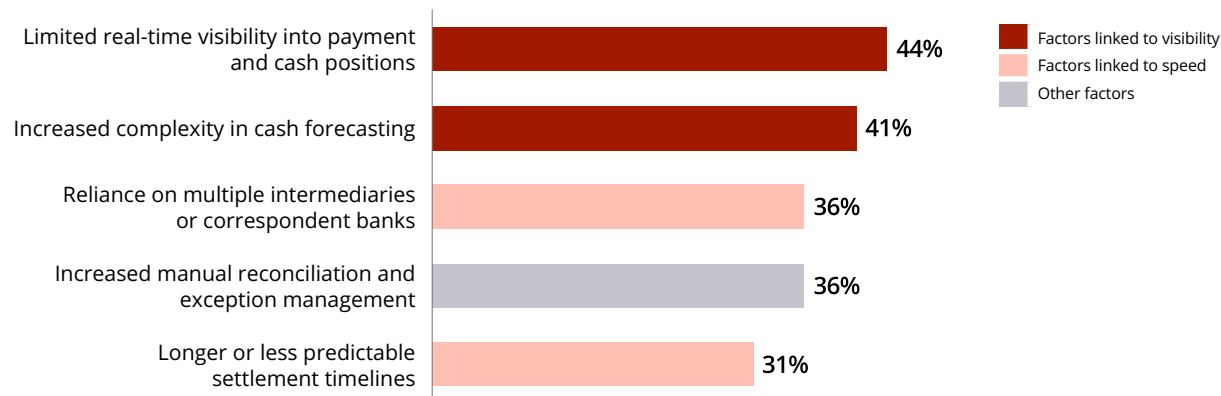
To enhance control and responsiveness, organisations are investing in technologies that improve information access and decision-making. Adoption of AI-enabled solutions is gaining traction as teams look to strengthen visibility, improve operational efficiency, and build resilience in an increasingly dynamic environment.

As trade corridors between China and ASEAN expand, we are helping clients navigate local currency ecosystems through real-time payments and FX solutions, while building a global supply chain network that supports end-to-end business needs, including supply chain financing.

Sylvia Yau
Head of Payments, SF Group

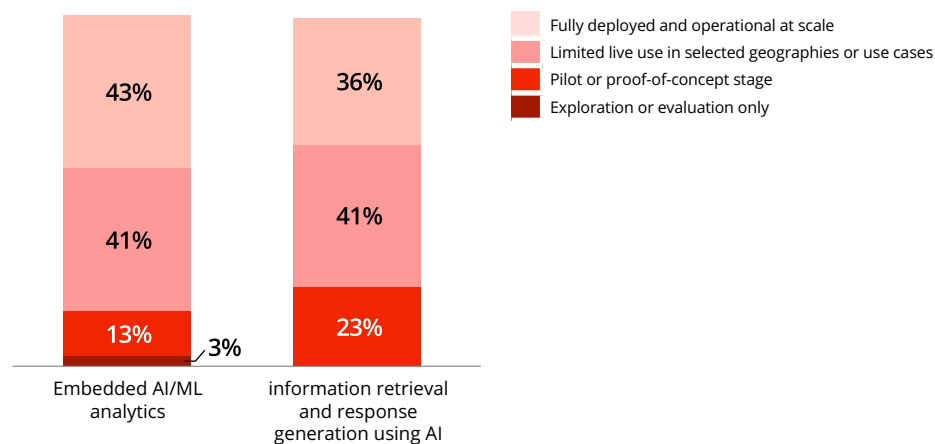
Impact of currency diversification on liquidity management and payment strategies

% of respondents



Deployment maturity of emerging technologies

% of respondents



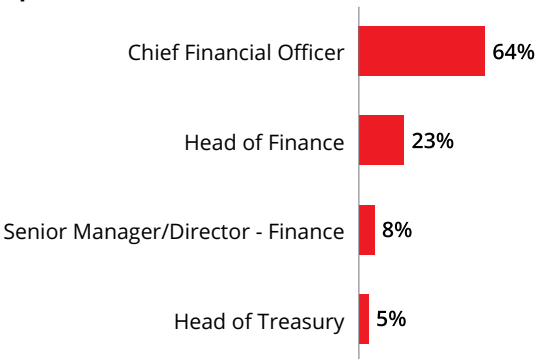
Research Methodology

Sampling considerations

In this detailed industry survey, we engaged 39 business and finance leaders, CFOs, finance heads, and senior treasury executives from organisations with annual revenue over USD500 million in China.

Survey sample profile

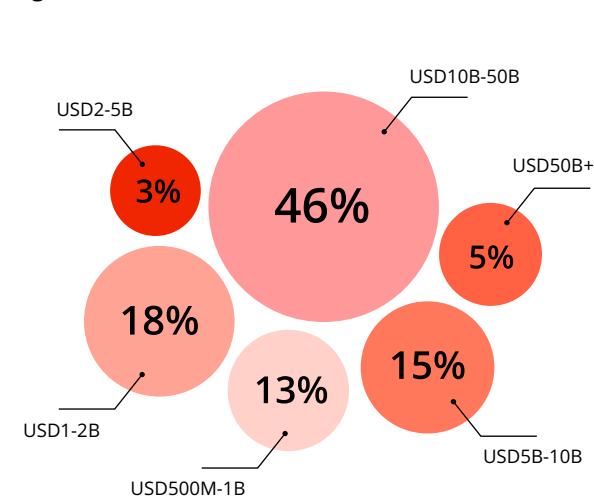
Respondent roles



Seniority



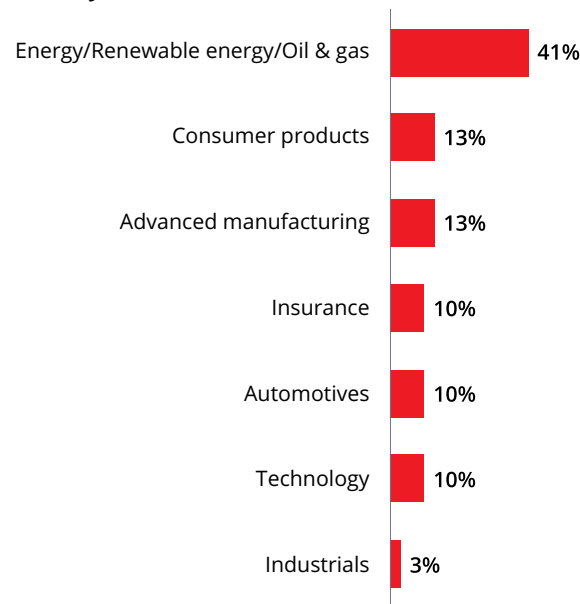
Organisations' annual revenue



Geographical scope



Industry sectors



Base: n = 39



Live more,
Bank less



World's Best & Asia's Safest

World's Best Corporate Bank, 2026, *Global Finance*

World's Best Corporate Digital Bank, 2024-2026, *Global Finance*

Best Bank for Transaction Banking in Asia Pacific, 2026, *Global Finance & The Asset*
Safest Bank in Asia, 2009 - 2026, *Global Finance*

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