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HONG KONG 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 risk in uncertain trade environments

Organisations are increasingly balancing growth ambitions with a more complex risk environment. Pressure to expand into new markets, alongside heightened concerns around counterparty exposure, sanctions-related disruption, and liquidity pressures, is requiring organisations to navigate a wider range of uncertainties across cross-border activities.

Hong Kong’s position as a major international financial centre explains the exposure to alternative currencies such as Renminbi (RMB) among respondents. The findings suggest that most organisations already use alternative currencies, but selectively, with very few ignoring the shift.

Our RMB exposure primarily reflects the scale of our China joint venture operations and our sizeable client base in the Hong Kong SAR market, with the currency playing an important role in claims and vendor payments, intercompany settlements and investment activities.

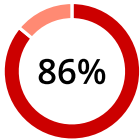
Billy Law
Senior Director, Asia Treasury,
Manulife Financial Asia



Geo-economic challenges that have impacted corporates over the last 12 months

% of respondents

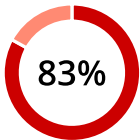
Rising counterparty and sanctions risk



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.

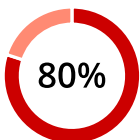
Energy price volatility and liquidity risk



Say that energy price volatility is creating additional uncertainty in cash flow forecasting and liquidity planning

Rising energy price volatility is emerging as a liquidity management challenge, complicating cash forecasting and increasing uncertainty around short-term funding needs.

Expansion to new markets



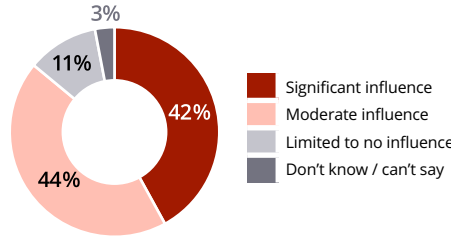
Say that there is increased pressure to expand into new markets

Respondents are increasingly facing pressure to expand into new markets as organisations seek to diversify geographic risk.

This trend is driving greater complexity, requiring support for new currencies, banking networks, and regulatory environments.

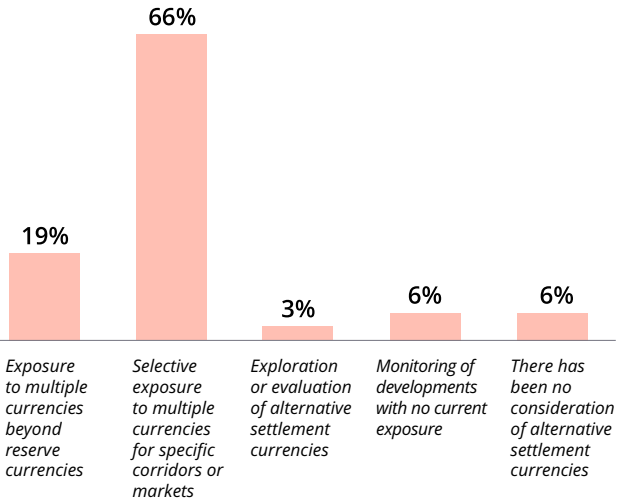
Degree of impact currency volatility and diversification has on choice of settlement currency

% of respondents



Exposure to alternative settlement currencies

% of respondents



Enhancing visibility across cross border operations

As organisations manage a broader network of currencies, counterparties, and payment channels, maintaining visibility is becoming critical to effective liquidity management. The combination of forecasting complexity and reliance on multiple intermediaries is increasing the importance of trusted banking and payment partners that can help safeguard funds, improve transparency, and provide confidence in cross-border cash movements.

AI and tokenisation are key tools being used as a strategic response to an increasingly fragmented and unpredictable operating environment. The barriers in adoption cluster into three: trust and risk, capabilities and value and maturity. Organisations are ready to move but need a trusted ecosystem and standards to scale effectively and safely.

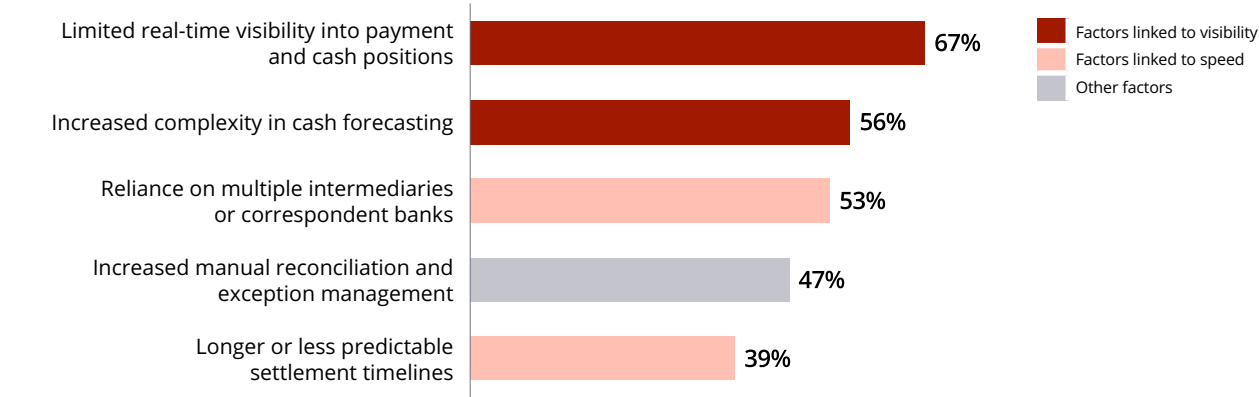
Compliance and traceability are critical prerequisites for digital asset adoption. We believe all corporate transactions should remain fully traceable and auditable, while regulatory uncertainty continues to be a key consideration for broader adoption.

Lizhong Guo
Group CFO, Shandong Shipping



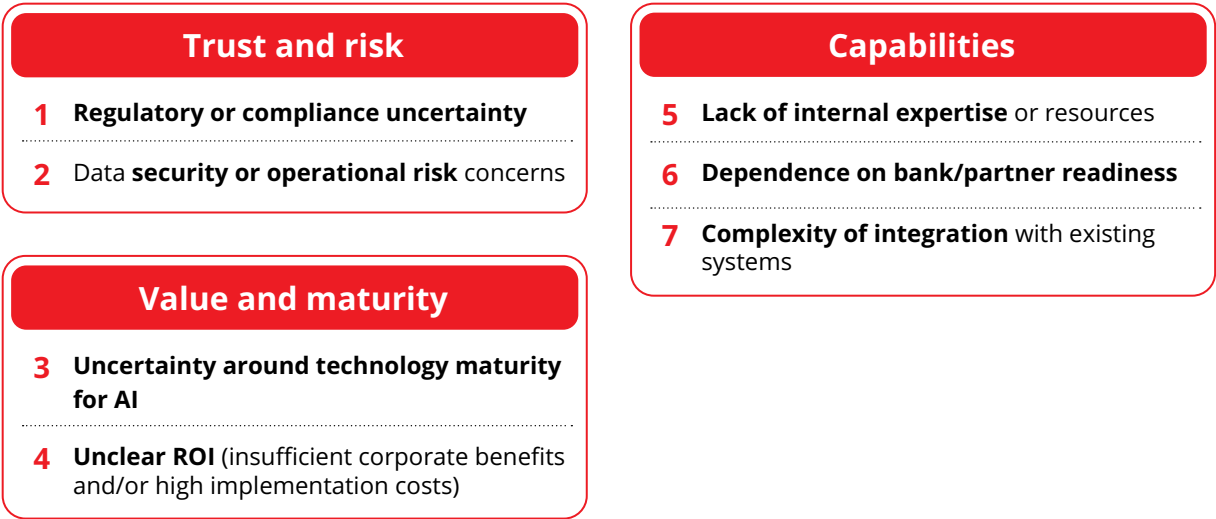
Impact of currency diversification on liquidity management and payment strategies

% of respondents



The adoption bottleneck for AI and tokenisation is execution readiness, not demand

Not listed in any particular order



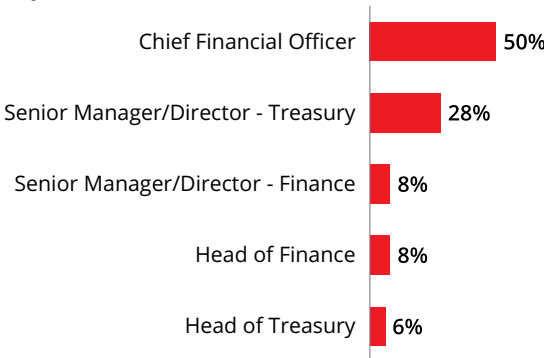
Research Methodology

Sampling considerations

In this detailed industry survey, we engaged 36 business and finance leaders, CFOs, finance heads, and senior treasury executives from organisations with annual revenue over USD500 million in Hong Kong.

Survey sample profile

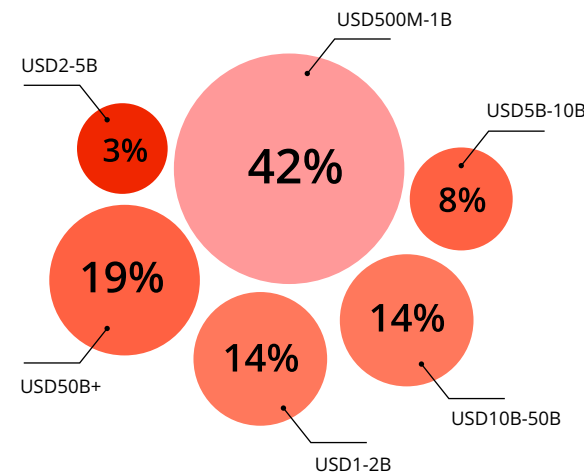
Respondent roles



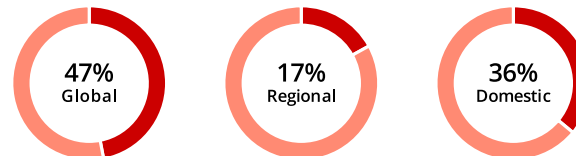
Seniority



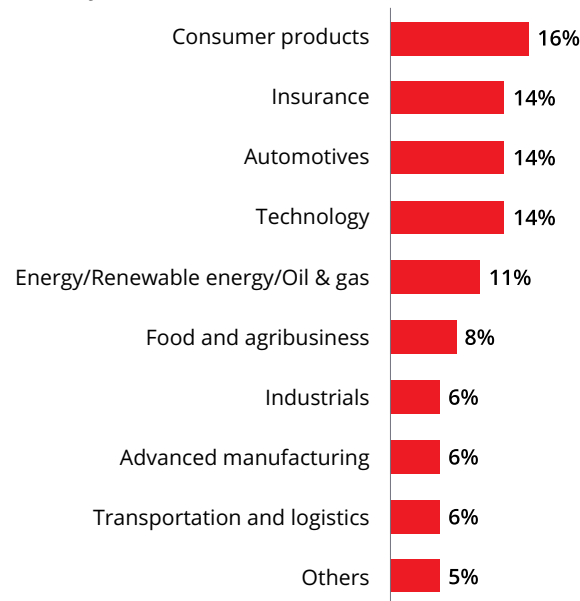
Organisations' annual revenue



Geographical scope



Industry sectors



Base: n = 36



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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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