



Live more,
Bank less

New Realities, New Possibilities

*A Treasury and Finance leaders' handbook to
seizing growth in a disrupted global economy*

| Taiwan

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knowledge partner



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About the Report

GLOBAL AND PULSE SURVEY

As global macroeconomic trends continue to shape the dynamic landscape, Chief Financial Officers (CFOs) and Treasurers are progressively enhancing and expanding new capabilities to support their organisations in achieving their strategic and financial objectives.

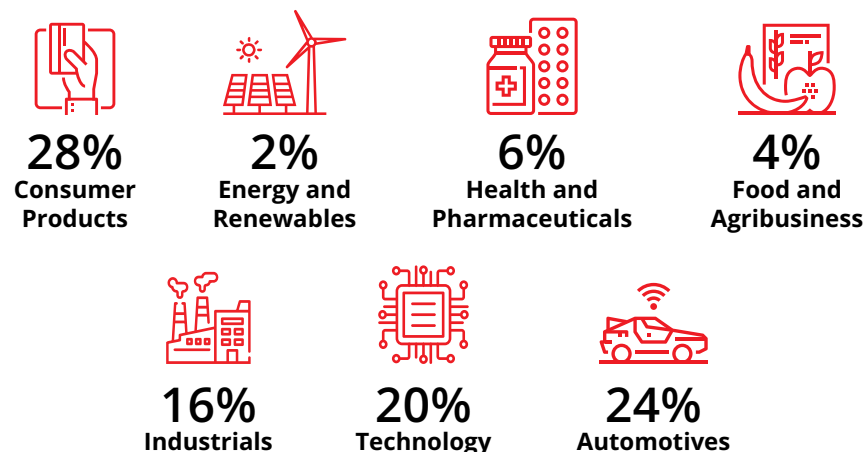
We commissioned EY-Parthenon to conduct an in-depth analysis, gathering insights from more than 800 Treasury and Finance leaders across 14 markets¹ and seven industry sectors.

The global survey conducted from Mar to Apr, is a comprehensive study that explores how macroeconomic trends have influenced the roles and priorities of these financial leaders, their self-assessments of effectiveness, and their future strategies to address key priorities.

The pulse survey conducted in May was introduced as a follow-up to the initial insights program. It aims to capture the evolving sentiments of CFOs and Treasurers in the wake of the Liberation Day announcements, providing valuable insights into how financial leaders perceive their priorities shifting in response to these complex times.

For CFOs and Treasurers, this represents a new reality but also one filled with possibilities for growth and innovation.

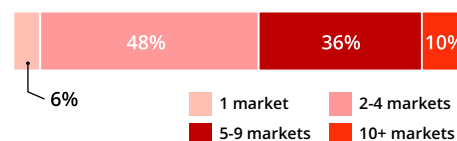
PROFILE BREAKDOWN BY SECTORS IN TAIWAN



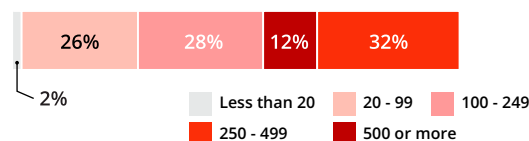
Base: All respondents, n=50

PROFILE BREAKDOWN BY SIZE OF OPERATIONS IN TAIWAN

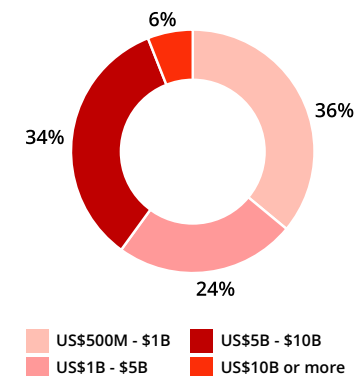
GEOGRAPHIC REACH



FTEs IN FINANCE/TREASURY FUNCTION



ANNUAL REVENUE



1. Australia, Europe (consists of France, Germany, United Kingdom), Hong Kong, India, Indonesia, Mainland China, Malaysia, Singapore, Taiwan, Thailand, United States of America, Vietnam

Executive Summary

The volatile macroeconomic environment has upended global trading patterns, and businesses in Taiwan have had to remain agile in managing risks while being ready to capture opportunities. DBS is honoured to serve as trusted partners to our clients, bringing strategic insights and technologies to support them in growing their business and navigating the complexities in a rapidly evolving world.

Tony Luo
Head of Institutional Banking Group,
DBS Taiwan

At the heart of responding to a myriad of business challenges lie the modern CFO and Treasurer. They are no longer just stewards of the balance sheet; they increasingly play a multifaceted role and have become a crucial strategic partner in equipping the business with resilience and agility to maintain its competitive advantage. We are pleased to share this report how the Finance function in Taiwan brings strategic value to its organisation, and hope it inspires action and meaningful conversations.

Sylvia Tao
Head of Global Transaction Services,
DBS Taiwan

FACING NEW REALITIES



Macro trends shape how CFOs and Treasurers define and navigate their priorities, and select solutions to address their priorities

- Taiwanese firms are recalibrating financial strategies and treasury operations in response to evolving macroeconomic conditions, escalating trade tensions, and the imposition of tariffs, particularly those stemming from renewed geopolitical frictions
- With the US being a major trading partner of Taiwan, firms face heightened exposure to FX volatility and supply chain disruptions tied to US policy shifts. To mitigate these risks, firms are accelerating their overseas expansion, particularly into Southeast Asia and Europe, to diversify supply chains and reduce reliance on single-market dependencies
- CFOs and Treasurers are thus doubling-down on data-driven risk management, growing strategic roles, and optimising capital management

NAVIGATING KEY PRIORITIES



CFOs' and Treasurers' perceptions of their own effectiveness shape how they navigate their key

priorities. To better understand this relationship, we first assessed how they evaluate their effectiveness in addressing these priorities – using our Strategic Effectiveness Indicator (SEI)

- CFOs and Treasurers are strengthening their focus across areas like capital management, strategic remit and risk management to navigate today's uncertainty with greater agility
- Scale of business, business sector, and geographical distribution plays a role in CFOs' and Treasurers' self-assessed effectiveness
- Our Strategic Effectiveness Indicator (SEI) demonstrates that globally most CFOs and Treasurers assess themselves to be strategically effective ~64% of the time, while for Taiwan, the score stands at ~71%

REALISING NEW POSSIBILITIES



The path forward for CFOs and Treasurers varies; particularly from a sectorial angle as the core priorities differ

- Across sectors, CFOs and Treasurers are adopting differentiated approaches to tackle priorities depending on their organisations' stage of growth and available resources
- Reinforcing core capital management capabilities is an area finance leaders are targeting to meet strategic demands and strengthen financial resilience amidst a complex finance landscape
- As firms expand overseas to diversify supply chain, the concept of Regional Treasury Centre (RTC) is also explored to enhance agility and visibility in new operating regions
- An increasing interest is noted towards adopting emerging technologies like Generative AI (GenAI) for accurate insights while reducing reliance on manual processes, enhancing decision-making for businesses

Macrotrends Reshaping Priorities of CFOs and Treasurers

Persistent uncertainty over inflation trends driven by geopolitical shocks, fluctuating commodity prices, and uncertainty in demand, has clouded the inflation rate outlook, forcing central banks into more reactive stances with monetary policies. Tariffs imposed on the Taiwan economy is expected to cut exports to the US by over 20%, while the Red Sea crisis continues to force major shipping lines to reroute vessels around Cape of Good Hope driving up freight costs and delay shipments resulting in supply chain disruptions. While these pressures cloud the outlook for export performance and financial planning, Taiwan's strategic position in the global tech and semiconductor ecosystem is fueling investment in automation, AI, and analytics, to manage risk and sustain long-term competitiveness in this volatile market environment.

New realities

Top 3 macrotrends with negative outlook



Top 3 macrotrends with positive outlook

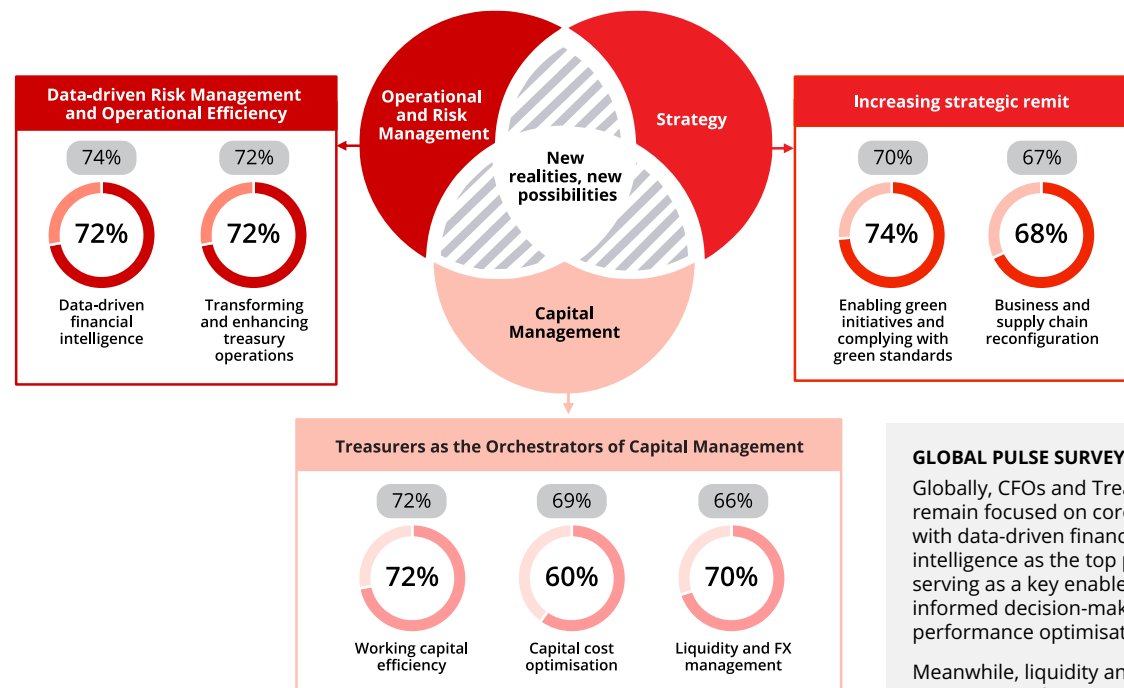


GLOBAL PULSE SURVEY SENTIMENTS

Geopolitical tensions remains the top concern, with rising tariff-related anxieties compounding supply chain risks and potential trade barriers.

While inflation and interest rate volatility have eased slightly, they remain persistent challenges—especially given the continued dominance of the USD in global trade.

Navigating key priorities (Taiwan vs Global)



GLOBAL PULSE SURVEY SENTIMENTS

Globally, CFOs and Treasurers remain focused on core priorities, with data-driven financial intelligence as the top priority, serving as a key enabler for informed decision-making and performance optimisation.

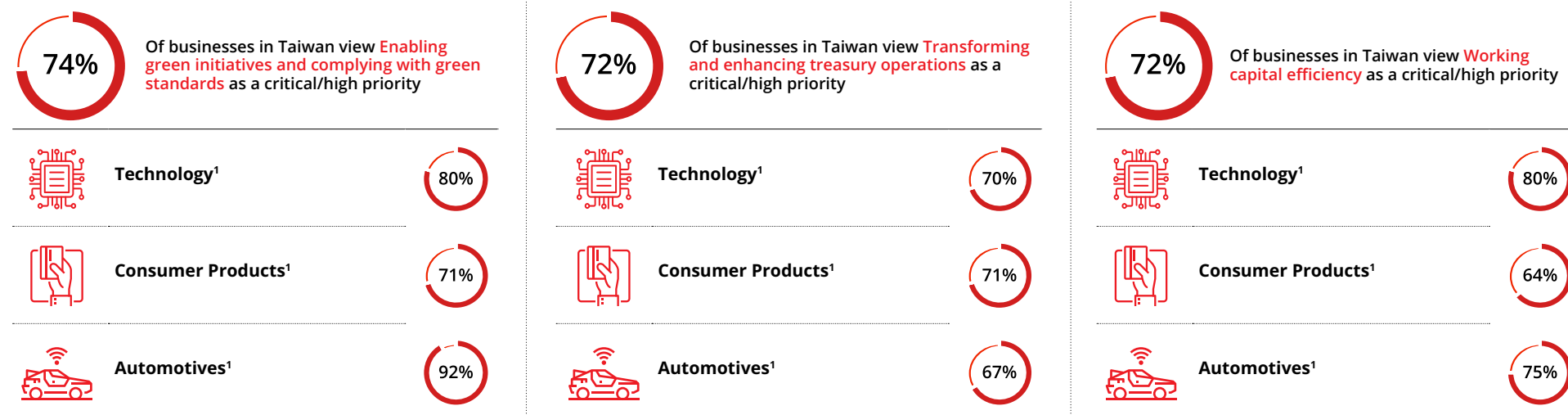
Meanwhile, liquidity and FX management has risen to second place, driven by tariff-related pressures on cash flow and inventory buildup.

1. Examples include GenAI, AI/Machine Learning, Blockchain

The Priorities of CFOs and Treasurers

Businesses in Taiwan are sharpening their focus on green initiatives, treasury modernisation, and working capital efficiency to navigate an increasingly complex operating environment. Government-led efforts – such as the Green Finance Action Plan 3.0 and the Comprehensive Carbon Reduction Action Plan – are accelerating this shift by offering green financing, tax incentives, and mandating climate-related disclosures. While exports rose 9.9% year-on-year in 2024, ongoing trade tensions are prompting treasurers to enhance operational agility and resilience. As a highly export-dependent economy, Taiwan remains vulnerable to global demand fluctuations, making efficient working capital management essential for financial stability and sustained growth.

Key priorities across sectors in Taiwan



Sustainability is a big focus for us, we have some ESG governance in place, but we are still looking to partner with the best ESG partners that can deliver more to drive ESG initiatives. We would like to better measure emissions using available data to find areas that we can start reducing emissions in, to achieve our broader goals in reducing absolute greenhouse gas emission.

Jeff Neo
Managing Director



Leveraging our own internal capital, we offer supply chain financing to our suppliers if they face any cash constraints, helping minimise any disruptions to their operations.

Josue Monroy
General Manager Finance



1. Sample size for individual subgroups is small (i.e., n<30), results are indicative and not representative of the subgroup. Tech = 10, Consumer = 14, Automotives = 12

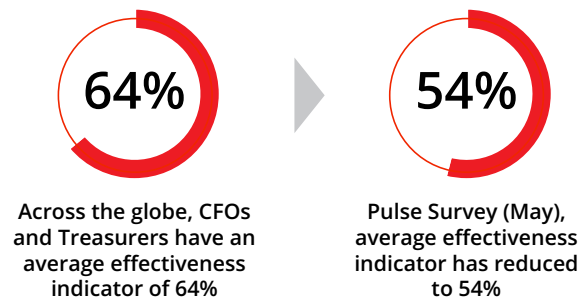
A Measure of Effectiveness for Growth and Resilience: DBS Strategic Effectiveness Indicator (SEI)

What is it?

Respondents were asked to identify core priorities for their treasury team over the next five years (shown earlier). They were then asked how effectively they are achieving these objectives.

Their responses were used to calculate a single score out of 100 articulating overall effectiveness. More details about the calculation are provided in the appendix of this document.

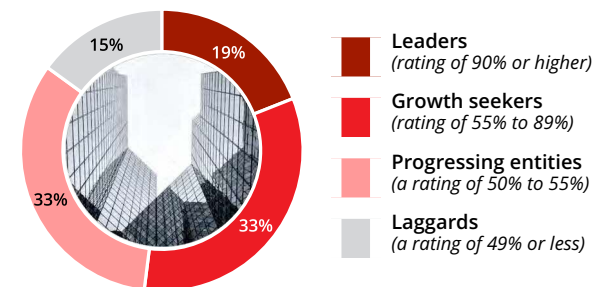
Average global effectiveness rating



Segmenting organisations by their average effectiveness rating

Effectiveness varies widely, with some organisations delivering on strategic priorities more successfully than others. CFOs and Treasurers can be broadly categorised into four segments:

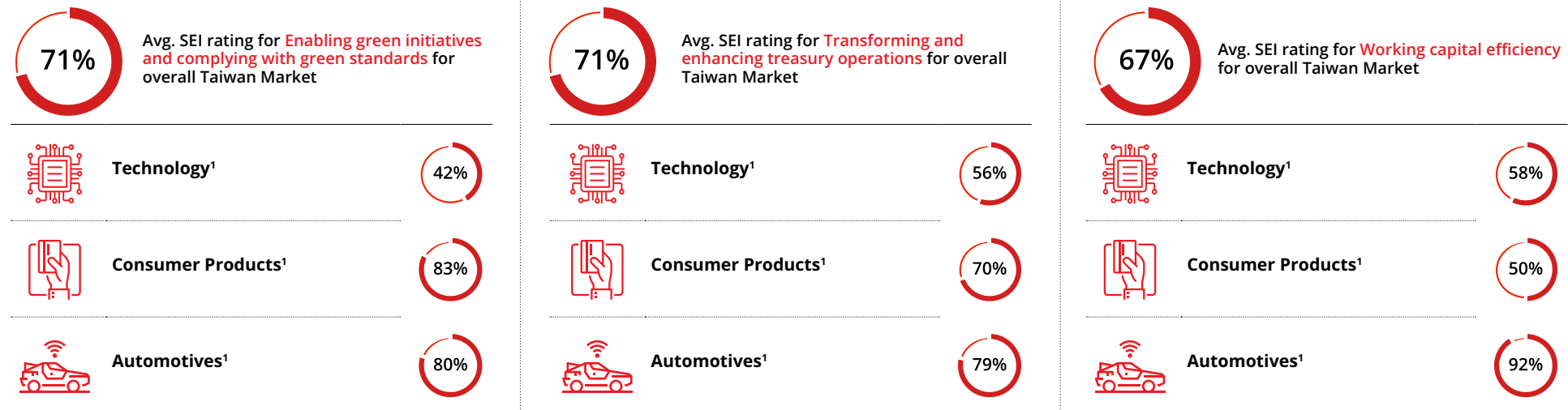
Segmentation of organisations based on their effectiveness rating



Strategic Effectiveness Indicator (SEI)

With mandatory annual ESG disclosures now in effect and rising compliance expectations from global clients, Taiwanese businesses are under growing pressure to scale up green initiatives and sustainability reporting. Government-led programs such as the NT\$10 billion Green Growth Fund and carbon tax incentives – are expanding access to financing for firms pursuing net-zero goals. In parallel, robust support measures including preferential loans, tax relief, and digital transformation initiatives are helping SMEs bridge funding and talent gaps to accelerate treasury modernisation. However, optimism around working capital remains tempered, given the potential impact of new trade measures on export sales and production bases in Mainland China, where 38% of Taiwan's manufacturing was based in 2023.

Strategic Effectiveness Indicator (SEI): Across key priorities and sectors in Taiwan



myKN is a proprietary digital platform by Kuehne+Nagel that provides customers with visibility into their shipment-related emissions. It includes CO₂ reduction calculations and offers options such as carbon offsetting and sustainable fuel choices, supporting customers in achieving their sustainability goals.

Jeff Neo
Managing Director



Taiwan's business environment is largely paper-based. As a global and digital-forward business, we developed an internal solution to digitalise invoices to suppliers to enable payments to be processed more efficiently and to minimise errors.

Josue Monroy
General Manager Finance

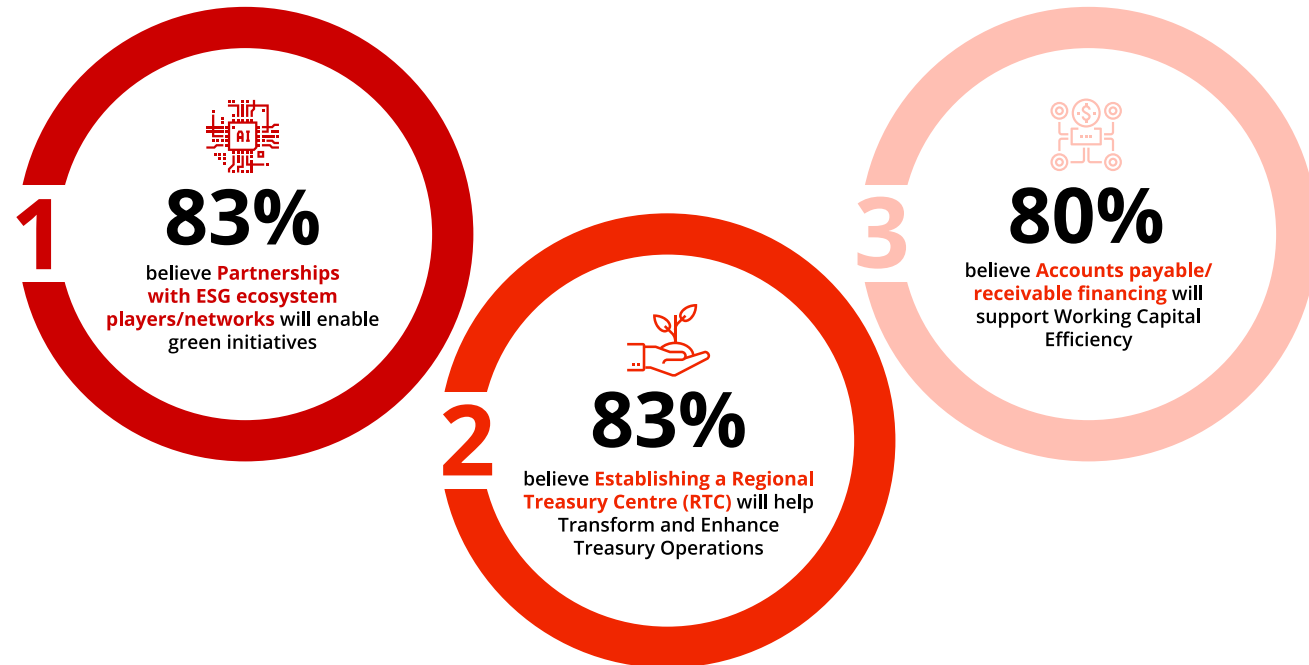


1. Sample size for individual subgroups is small (i.e., n<30), results are indicative and not representative of the subgroup. Tech = 10, Consumer = 14, Automotives = 12

Solutions Desired by CFOs and Treasurers of the Future

Realising New Possibilities

- Taiwan's economy likely faces growing pressure to meet sustainability and climate commitments. Partnering with specialised ESG partners enables firms to leverage their expertise to pursue new and innovative green initiatives to progress more quickly towards their sustainability goals and comply with ESG reporting requirements.
- Regional Treasury Centres are gaining traction, being able to centralise management of cash and FX across borders, supporting enhanced treasury operations by improving fund visibility. Firms may consider various approaches depending on scale, e.g., smaller finance/treasury functions in offshore locations to serve selected markets.
- Focusing on accounts payable/receivable financing boosts working capital efficiency in Taiwan's export driven market. It unlocks cash flow, reduces borrowing cost and enables a swift response to market changes.



We have seen many Taiwanese companies consider new business models as they seek growth and optimise their operations. Many are exploring the concept of a regional hub, leveraging a suite of innovative banking solutions to manage their international sales and procurement, optimise tax, and centralise financial risk management.

Jason Zhou

Taiwan Head of Sales and Client Management, Global Transaction Services, DBS Taiwan

WHAT'S NEXT?



CFOs and Treasurers are redefining their roles to drive growth in a complex, fast-changing environment. By drawing on market-specific insights and peer benchmarks, you can identify where your financial strategy can go further.

Let's explore how our team can support you with tailored treasury solutions that drive meaningful results. Connect with us to unlock value, enhance resilience, and future-proof your financial strategy.

Appendix

The Strategic Effectiveness Indicator (SEI)

The **Strategic Effectiveness Indicator (SEI)** serves as a key indicator of the effectiveness of organisations, focusing on seven key areas related to treasury and finance functions:

- Data-driven financial intelligence
- Transforming and enhancing treasury operations
- Capital cost optimisation
- Working capital efficiency
- Liquidity and FX management
- Enabling green initiatives and complying with green standards
- Business and supply chain reconfiguration

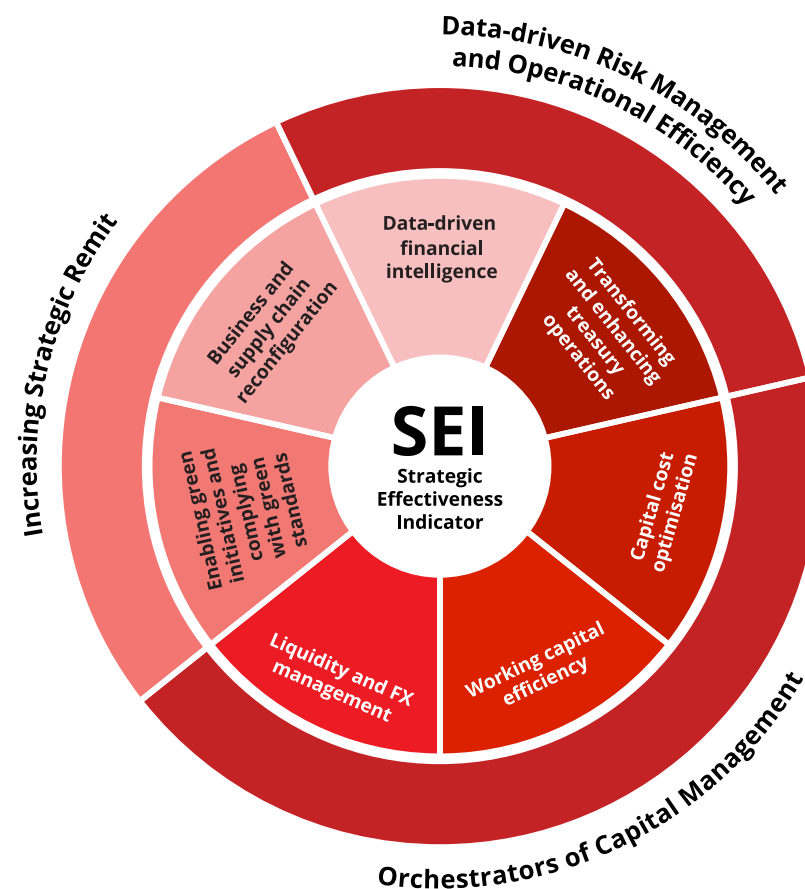
The indicator reflects how CFOs and Treasurers view and evaluate the effectiveness of their organisations. As a result, it may not accurately represent the true maturity or actual effectiveness of those organisations.

Methodology

The indicator is developed by DBS, in collaboration with EY, and derived based on data obtained from the 2025 DBS CFO and Treasurer insights programme.

Respondents were asked to evaluate the effectiveness of their organisations on a scale from 0 to 5 across the seven dimensions described on the left. The scores for each dimension were then converted into a score out of 100. These scores were subsequently averaged to produce a single overall Strategic Effectiveness Indicator (SEI) score.

This approach allows for a comprehensive assessment of overall effectiveness, with higher scores indicating greater self-assessed strategic effectiveness





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The views reflected in this publication are the views of the author and do not necessarily reflect the views of the global EY organisation or its member firms.



World's Best & Asia's Safest

World's Best Bank, 2025, *Euromoney*
Best ESG Transaction Bank APAC, 2025, *The Asset*
World's Best Corporate Digital Bank, 2024, *Global Finance*
Safest Bank in Asia, 2009 - 2024, *Global Finance*
Best Bank for Transaction Banking APAC, 2025, *Global Finance*
World's Best Bank for Sustainable Finance, 2025, *Global Finance*