



Live more,
Bank less

JAPAN

2021 DBS Digital Readiness
Survey for Treasurers

CORPORATES



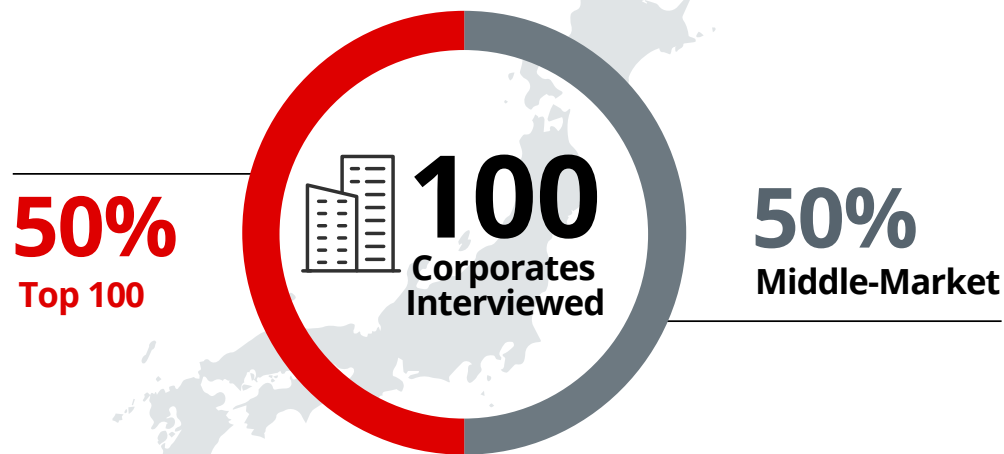


About The Survey

DBS has partnered East and Partners (East) to continue its Digital Readiness Survey for the third round. This research, designed to chart the progress in businesses' efforts in all things digital, is based on direct interviews with 1,503 treasurers from the Top 100 revenue ranked corporates (US\$1.0Bn plus revenue equivalent) and middle-market companies (US\$200Mn-1.0Bn revenue equivalent) across US, UK and 13 markets in Asia Pacific including Australia, China, India, Indonesia, Japan, Hong Kong, Malaysia, Philippines, Singapore, South Korea, Taiwan, Thailand and Vietnam. Here we take a closer look at the Japan market and a snapshot of its corporates on the digital journey.



Profile Of Survey Respondents In Japan



Digital Readiness In Good Shape

State Of Digital Readiness

Japan **45%** **55%**

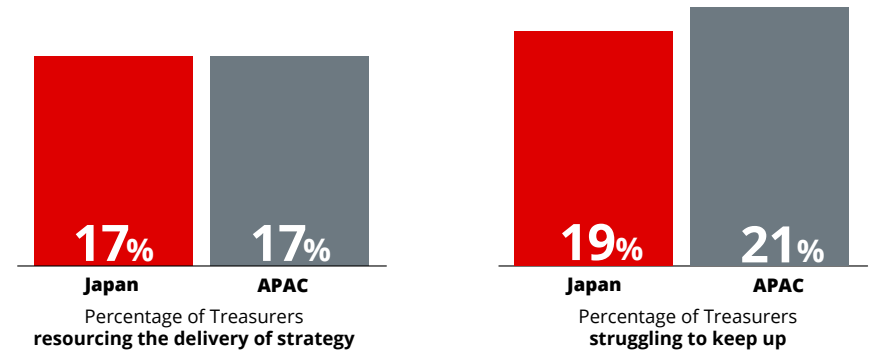
45% of corporates say they have a clearly-defined digital strategy

55% of corporates say more work needs to be done

APAC **35%** **65%**

35% of corporates say they have a clearly-defined digital strategy

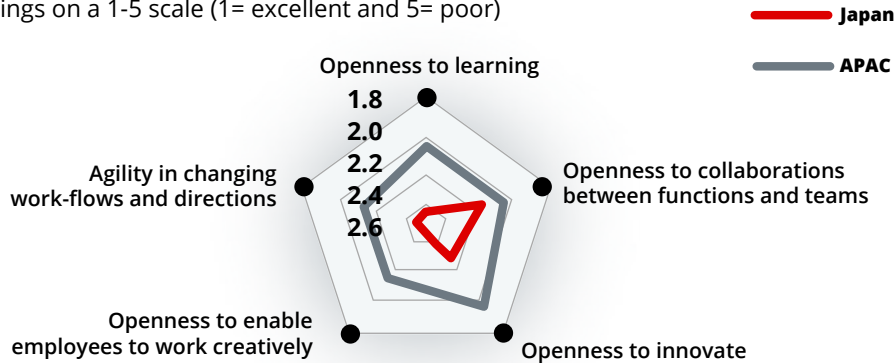
65% of corporates say more work needs to be done



Lack Of Openness To Work Creatively Is A Drag On Digitalisation

Five Key Digitalisation Receptiveness Factors

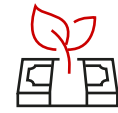
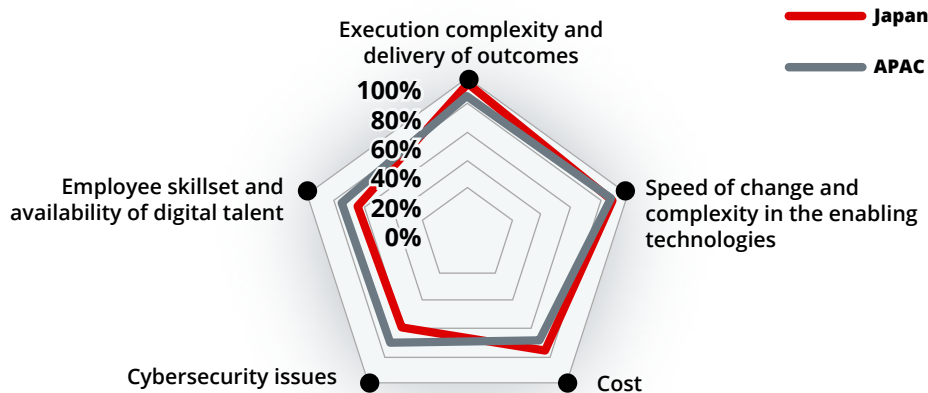
Ratings on a 1-5 scale (1= excellent and 5= poor)



Execution Complexity Is The Largest Barrier

Top Five Barriers To Digitalisation

% of corporates nominating each factor



Supply Chain Financing Investment Is Leading The Way

Digital Applications And Investments



Corporates are investing in new technology solutions for **finance and banking requirements**

76%

Trade and Supply Chain Financing

67%

Cash Management

59%

Cross-Border Payments and FX



Corporates are investing in new technology solutions for **broader business areas**

38%

Back Office Operations

35%

Procurement and Supply Chain Management

28%

Sales and Distribution



Marketing wants as much digital as we can provide; the problem is our internals aren't keeping up.



- Corporate Treasurer, US\$1.2Bn, Japan, Consumer Products Group



Smart Contracts And Blockchain Are In Vogue

Top Three Most Valuable Technologies Being Employed



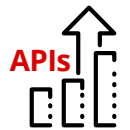
Smart Contracts and DLT to power ecosystems



APIs to embed services into key platforms



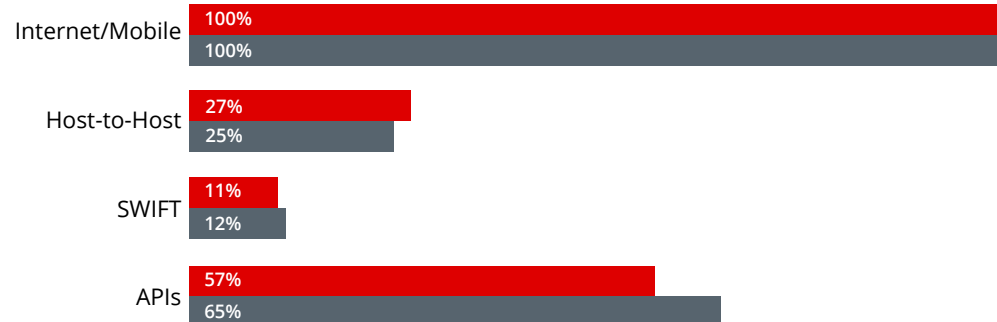
AI / Machine Learning to improve decisions



Bank API Connectivity Is On The Rise

Bank Connectivity Now And In 12 Months

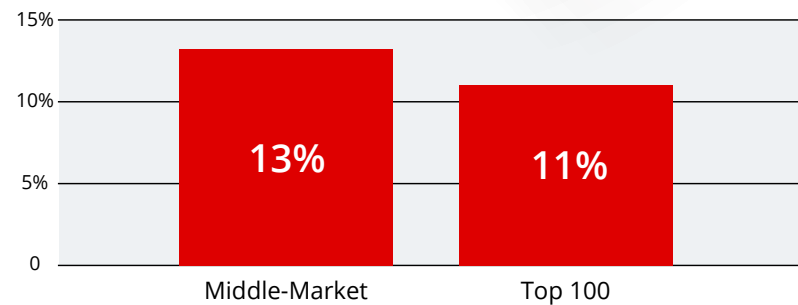
■ Now ■ Next 12 Months



Ecommerce Has Further Headroom



% of overall revenues derived from eCommerce

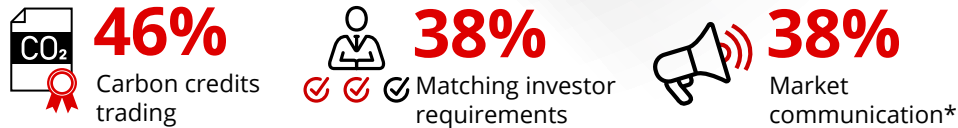




Carbon Credits Trading Gains Traction



Top Three Drivers Of ESG Digitalisation



*Market communication refers to the enterprise's ESG related communications to its external markets and stakeholders.

“ We actually embed our external digital partners into the business and have them working with our treasury team for quite long periods - months. ”

- Group Treasurer, US\$15.0Bn, Japan, Auto Supplier



Cybersecurity And Cost KPIs Are Leading The Way

Top Three KPIs To Evaluate ROI From Digital Transformation



Not Going Digital Is The Greatest Risk

Top Three Greatest Costs / Risks To The Organisation Of Not Digitalising





Banks Are Under Pressure To Provide Digital App Advice

Top Three Areas Of Guidance Treasurers Are Looking For From Their Banks



“ We’re finding increased interest in our green credentials coming from both our investors and parts of our upstream supply chain that we’re looking to respond to. ”

- Group Treasurer, US\$5.0Bn, Japan, Fuels Importer

For more information, the full results of the Digital Readiness Survey is available [here](#).

