Trusted Global Innovator

WHITE PAPER | BANKING & FINANCIAL SERVICES | DATA INTELLIGENCE & AUTOMATION

Corporate Banking Outlook 2022

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Executive Summary

After the 2008 financial crisis banks underwent a period of consolidation where they rebuilt capital, mended fences with regulators, realized efficiencies in back-office functions and invested in digitization. By 2019/2020 banks were safer, more predictable, and better capitalized.

This meant the shock of COVID-19 in 2020-2022 was well-weathered by the banks. But while the traditional banks were battening down the hatches and weathering the storm, the fintechs and big techs were going to work.

As we look to 2022 and beyond, corporate banking has permanently changed. Clients are no longer at their office desks, and the face-to-face relationships that the business development managers nurtured has been replaced by multiple touchpoints. Phone interactions are increasingly being replaced by digital platforms and interfaces. Clients demand an omnichannel experience, seamlessly switching between channels to create a frictionless banking environment.

The speed of corporate banking has simply accelerated, and the banks increasingly need to meld their services to the needs and demands of their clients. In parallel, the technology stacks are becoming more integrated into corporate systems with automation replacing manual effort and AI taking on more importance in decision-making.

This is posing a dilemma for traditional corporate banks. Many have been overwhelmed by the velocity of change, and there is an urgency to catch up – with good reason: about two-thirds of the value generated during an entire economic recovery cycle is created during the first two years after a crisis. Getting to work now will set them up for long-term prosperity.
The challenges today are compounded by the fact that banks can no longer rely on driving profits through assets on their balance sheet. They increasingly need to look to origination, and to create new products that clients are demanding – for instance in the emerging area of sustainable financial products. In short, they must behave more like a nimble fintech than a traditional incumbent.

In this global banking research report, we compare the latest demands from the largest corporate businesses with the current perception from global banks. Our research has taken us to 12 countries and almost 900 senior decision-makers to understand how banks must futureproof themselves. We take a deep look across industries as corporates are increasingly looking for banks that understand their unique challenges.

> “In simple terms, the speed of corporate banking has accelerated. There is an urgency to catch up”

Against the rising spectre of fintechs encroaching on their markets, banks must offer products and services that appeal to an evolving client base. A corporate client base that is skewing towards the new generation of millennials at the helm.

Key study findings

3x the number of corporate clients report they want to communicate through APIs compared to those wishing to primarily communicate face to face or via email. Corporates increasingly choose machine-to-machine communication over person-to-person.

70% of construction companies report their demand for an omnichannel corporate lending solution is unmet compared to only 30% in professional services. Corporates are looking for industry expertise from their banks with the research demonstrating strong differences in demand between industries.

85% of banks are working on rationalizing their portals. The main reasons revolved around client-centricity: 57% say the driver behind portal rationalization was to improve the client experience and 53% say it's to allow staff to improve the servicing of clients.

2x the number of banks in APAC report they are investing in enhancing their products using AI compared to US banks. RPA (Robotic Process Automation) and AI is the biggest area of investment in APAC whereas the US and Europe are most likely to invest in Open Banking,

57% of banks are using AI to enhance their KYC and AML processing. Globally, banks are investing in streamlining and digitizing client-onboarding processes.

61% of banks choose to build a cash forecasting solution in-house versus 39% that buy a third-party solution. LATAM is the region most likely to buy an off-the-shelf solution.

Sustainability is the area where there's the biggest mismatch in investment expectations between banks and their corporate clients. 44% of banks are prioritizing investing in it and 48% of corporates would like to see more investment in sustainability.

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Changing demands requires a digital-first approach

For anyone at the coal face of corporate banking who is dealing with clients day-to-day it is increasingly clear that technology has reduced the need for direct interactions with clients.

Client demands are now driven by their determination to increase efficiency and decrease friction.

This is resulting in the requirement to directly connect to banking systems – either self-service or machine-to-machine.

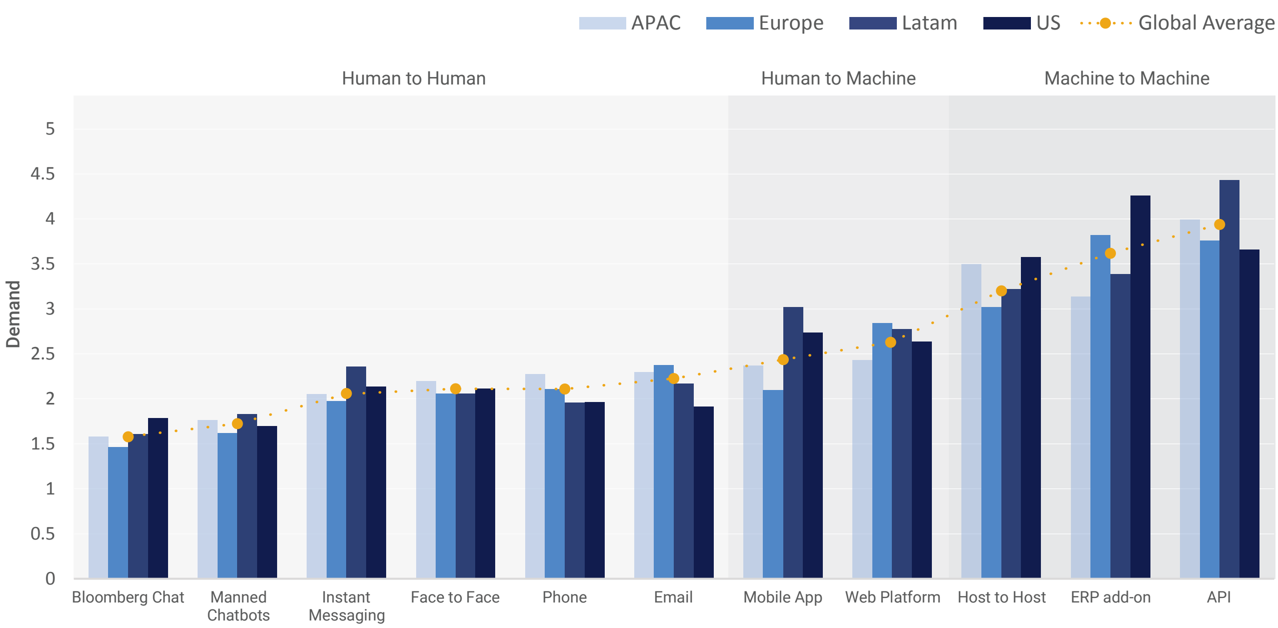
For the banks, the shift to a digital-first model is an opportunity. It allows them to scale up their services, and refocus solutions around their customer. But it does require significant investment.

This gives customers more flexibility to bank wherever and however they wish to, along with facilitating the creation of bespoke services for different industries.

The most progressive banks are working on streamlining the experience between channels, ensuring customers can begin an activity on one and complete it on another. The seamless experience offered by omnichannel increases client satisfaction and retention. It increases the knowledge of the client and provides more opportunities to upsell.

> "The new generation of corporate banking clients are taking humans out of the loop. Demand is driven by machine to machine interaction."

Corporate Interaction Demand by Channel



Demand scale: 1 Low demand, 5 high demand

Our research found that self-service using tech platforms has already surpassed face to face in terms of importance, demonstrating that corporate banks need to invest in their web and mobile platforms.

But self-service banking isn't enough anymore, we're seeing that increasingly there is a desire to integrate banking services into their technology stack to streamline their operation and take advantage of automation and AI. This has the benefit of reducing errors associated with manual effort.

CHANGING EXPECTATIONS

As services have moved online, there has been a rapid increase in the number of customer interactions with banks – rather than dealing with banks on a weekly basis (for instance), clients use services multiple times a day. This means that the revenue associated with each interaction is declining.

Clearly, a fundamental change is going on. Corporates are relying less on personal interactions with their banking account manager and are doing more themselves (and across multiple channels). There's an expectation that all their banking requirements can now take place without the requirement to speak to someone, and that more advanced functionality is exposed through API or host-to-host capabilities.

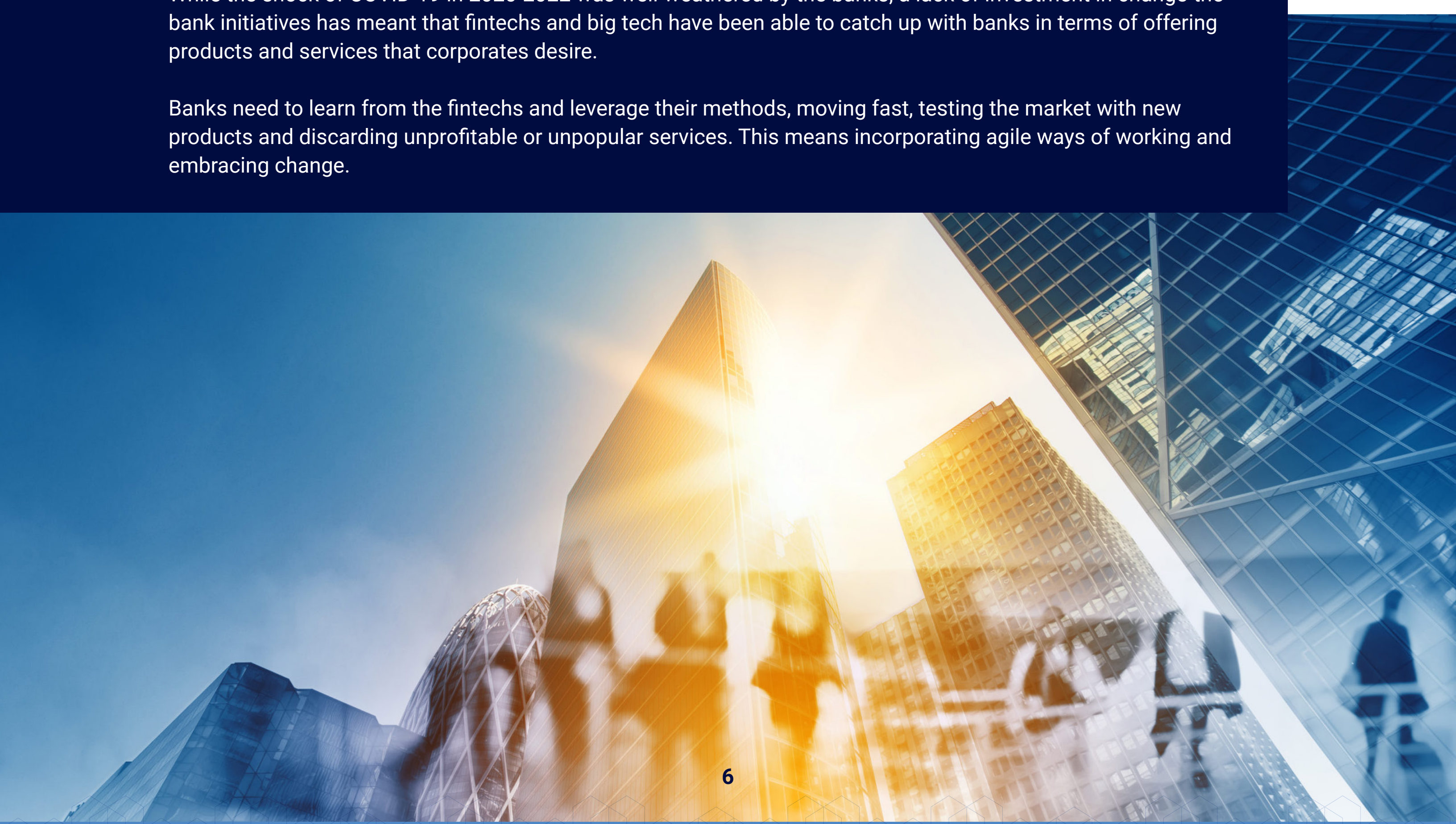
Banks that are slowed down, perhaps lumbered by legacy technology and operating models, are being held back. They are finding run-the-bank costs of maintaining legacy steadily increasing and change-the-bank initiatives beset by delays and insufficient domain expertise. This comes against a background of increasing architecture complexity on both the bank and corporate side.

Often this results in silos being reinforced as departments look to take the initiative without a coherent bank-wide strategy.

Banks must embrace agile ways of working and embrace change

While the shock of COVID-19 in 2020-2022 was well-weathered by the banks, a lack of investment in change-the-bank initiatives has meant that fintechs and big tech have been able to catch up with banks in terms of offering products and services that corporates desire.

Banks need to learn from the fintechs and leverage their methods, moving fast, testing the market with new products and discarding unprofitable or unpopular services. This means incorporating agile ways of working and embracing change.



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Global Outlook: Regional Trends

Introduction

The nature of needing to work within a local regulatory framework combined with local language and cultural differences has meant that banks have always had a regional focus. Even the largest multinational banks are strongest in their home countries.

Smaller regional banks still have a significant stronghold in many countries. In the United States, for instance, there are over 4,000 banks, most of which operate only in their home cities or states. Regional and community banks are a feature across the globe – in the Lombardy region of Northern Italy alone for instance there are estimated to be over 100 banks and credit unions.

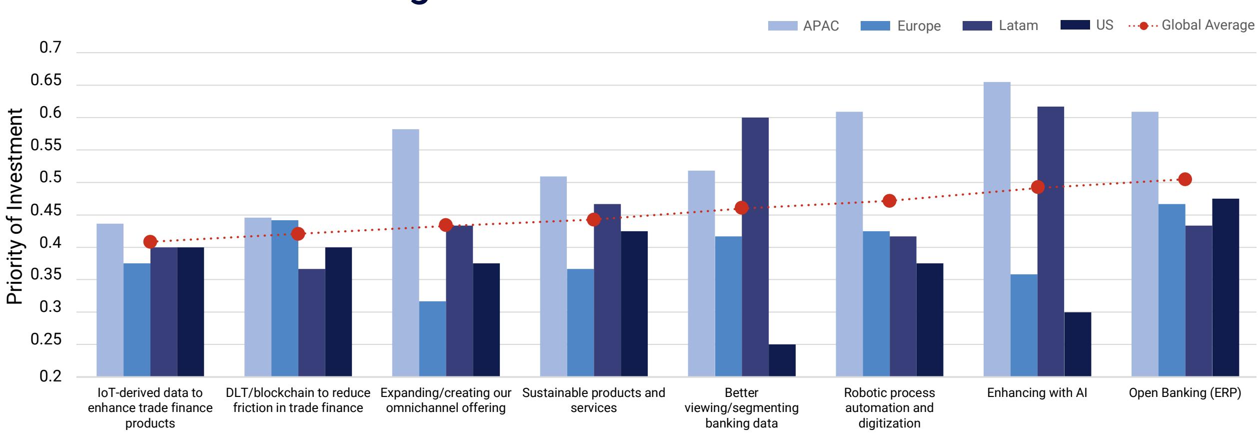
Local knowledge is highly regarded when it comes to banking, and naturally, banks build expertise based on the local industries that they serve.

Of course, regional and vertical knowledge is important, and banks need to think hard about how to showcase their understanding of the client's particular challenges, but it is an increasingly globalized world and banks need to interact with counterparties across the globe. ISO 20022, an emerging global standard for sending payment instructions between local, regional, and international financial institutions is gaining traction. As with any emerging standard, there are business benefits associated with gaining first-mover advantage.

Regional differences in technology investment by the banks

Banks need to invest based on local demand, and our research found there are significant differences between regions.
In APAC, banks are prioritizing AI investment and robotic process automation compared to the US and Europe. In LATAM, there is more investment in ensuring data can be viewed and segmented. Europe is more interested in blockchain use-cases in comparison and the US is looking at IoT data in trade finance.

Banking - Current Areas of Investment



Priority scale: 0.2 Low Priority, 0.7 High Priority

Global Outlook: Sustainability and ESG

As the world starts to look to the future, regulators and policy-makers are becoming more vocal about the need for greater adoption of Environmental, Social, and Governance (ESG) initiatives. They recognize that moving towards a low-carbon economy is going to bring in additional complexities for financial services firms – and increased risk too as companies they service adapt.

At the same time, banks are also starting to feel pressure from their customers and from the public at large – and this is equally applicable to retail and corporate clients alike. Corporates want to bank with a firm that reflects their own views and beliefs, and as younger generations take on more decision-making power this demand will only accelerate.

Regulation, of course, varies hugely around the world. For instance. European regulation initiatives are already of a greater size and extent than any other regulatory framework has proposed.

Many banks are looking to ESG regulation as a business opportunity that could gain them an edge over competitors. These banks are building product teams to work on solutions. They are adapting some of the published standards (TCFD, NGFS, GRI standards, PRI) pending confirmation of the final regulations.

To do this, entities must have mechanisms for scoring ESG operations, and understanding the sustainability impact from all the processes of the bank, from origination to accounting, and reporting of operations.

On the customer side, banks have the opportunity to become the gatekeepers of ESG information, using transactional data from their clients to generate a specific set of ESG KPIs per industry and region. This in turn can helpclients secure preferential financing.

Based on these KPIs, banks could create an ESG benchmark for each industry and offer clients advice on how to become more sustainable.

Sustainability-linked Loans in Corporate Banking

The British soft-drinks maker, Britvic, recently refinanced a GBP400 million (US$540 million) loan facility with several commercial banks through a sustainability-linked deal that offers the company lower rates if they meet their various ESG targets.

It is certainly not the first loan to be linked to sustainability criteria. And all signs suggest it will not be the last

Source: Britvic news announcement, 17 February 2020

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Global Outlook: KYC and AML

Banks have long been challenged to prove they are dealing with a reputable counterparty (KYC – Know Your Customer) and show they are assisting global efforts against money laundering (AML - anti-money laundering) – but the challenge is to do so in a frictionless way that minimizes any disruption during client onboarding and day-to-day account management.

Technology has played a big part in improving how banks execute their regulatory obligations, not just in being able to automate processes but also in using AI to detect suspicious patterns of behaviour. As a result, regtech – regulatory technology – is a big growth area in fintech.

Banks realise they need to invest. When asked about shortcomings in their current KYC/AML and customer onboarding process, 44% of banks reported that they need to invest in better customer onboarding and 39% reported that their organization's onboarding process is too slow.

Across the regions, the research found that 45% of banks in the US agree that there are a lot of manual process in their organization's KYC/AML system (versus 34% in APAC), and 49% of respondents in APAC reported their KYC/AML checks "could be more rigorous" compared with only 30% in LATAM. In general, the research found that in APAC, banks were more critical of their current KYC/AML processes.

What does better customer onboarding look like?

Keep customers informed: Transparency of processes and decisions, regular cadence of updates

Embed innovation: Use technologies such as Robotic Process Automation to automate processes

Rationalize portals: Use single sign-on across products to improve the customer experience

End to end digitization of processes: Reduce friction associated with manual interactions

There were found to be three main areas where banks are developing their regulatory technology:

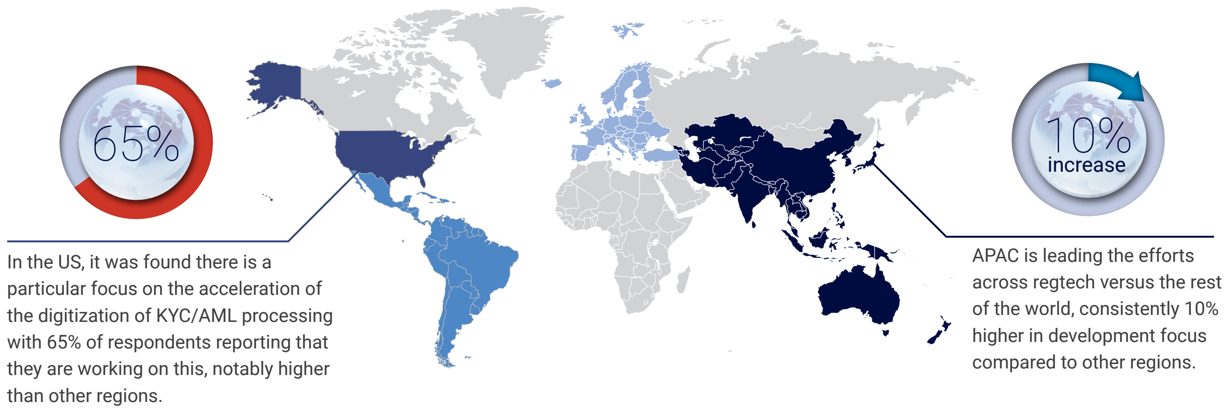
1. AI-enhanced KYC/AML processing 57%
2. Acceleration of the digitization of KYC/AML processing 55%
3. Using an automated compliance partner (regtech) to enhance their offering 54%

USING TECHNOLOGY TO SMOOTH THE ONBOARDING PROCESS

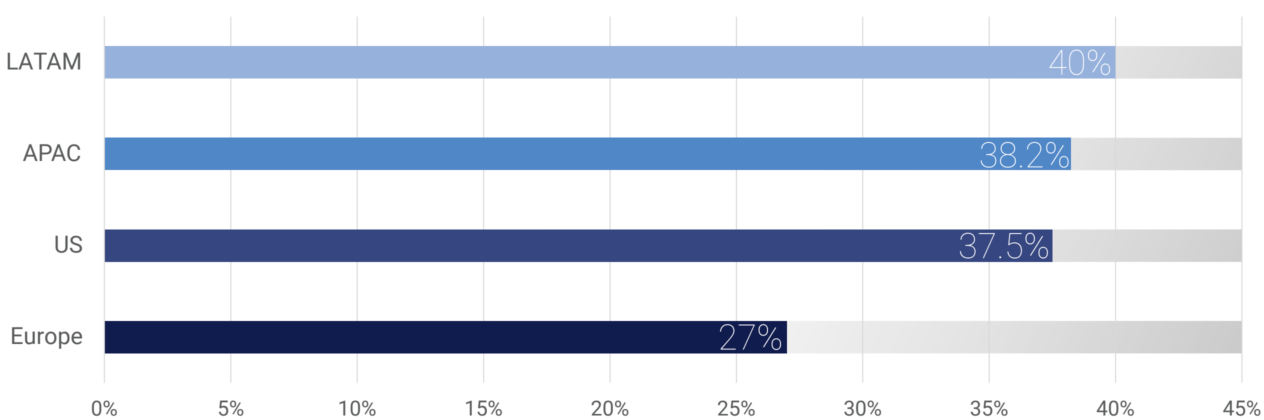
The biggest impact of more advanced KYC and AML systems is in smoothing the onboarding process.

When corporate clients were asked about this, there was again variation between the countries. Europe lags behind in reporting a “fast and seamless” process:

There were found to be large regional variations.



Corporate Onboading Process: Clients reporting it was “fast and seamless”



Of course, the reason for Europe lagging behind may not be technology-related. Europe has some of the strictest KYC/AML requirements, so this insight is likely a consequence of additional checks to meet the local regulatory requirements.

The client onboarding experience sets the foundation for a long-term banking partnership, so it’s critical it’s as smooth as possible. But the need for a smooth process needs to be weighed against the requirements of being rigorous and robust to ensure banks are dealing with reputable counterparties. Technology gives us the best of both worlds.

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Banks' demand for return on equity drives investment in technology

In the current era of low-interest rates, banks are looking beyond traditional sources of revenues that are primarily driven by their lending back book, current accounts, or deposits. They are finding new ways to deliver ROE to their shareholders.

At the same time, the role of the CFO is evolving as they take on new responsibilities in the decision-making process. In order to fulfil this role, they are making significant use of data analytics and automation. They need real-time cross-channel information to make decisions.

Technology holds the key to addressing these needs. It is the facilitator of new or enhanced products, it improves the servicing of existing customers, and it's the means to segment and target prospects to offer bespoke services based on their requirements.

THE DRIVE TO RATIONALIZE PORTALS

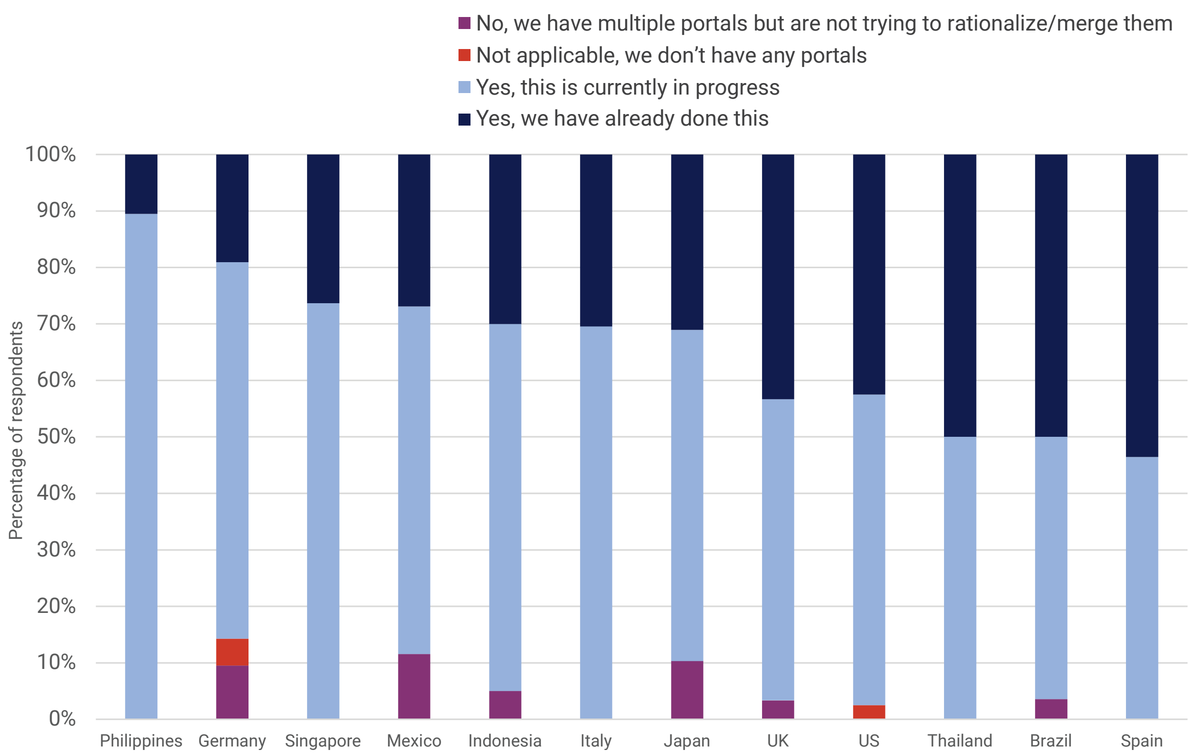
The push-pull combination of the requirement for senior leadership to have a single customer view, as well as the client requirement to have visibility across products and complete integration, is creating a big driver for the rationalization of multiple portals.

35% of banks report they have either already rationalized portals

60% of banks say that this is in progress.

5% of banks it's not a priority.

The Drive to Rationalize Portals in Banks

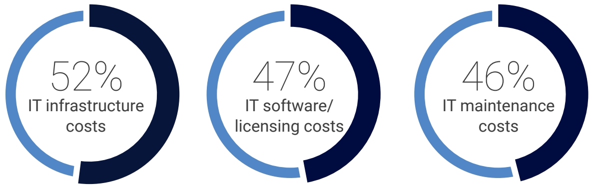


There were a number of reasons given for rationalizing multiple portals which broadly fall into three buckets: client-centricity, benefits for marketing/sales and cost-savings.

The top two reasons revolved around client-centricity: 57% say the driver behind portal rationalization was to improve the client experience and 53% say it's to allow staff to improve the servicing of clients.

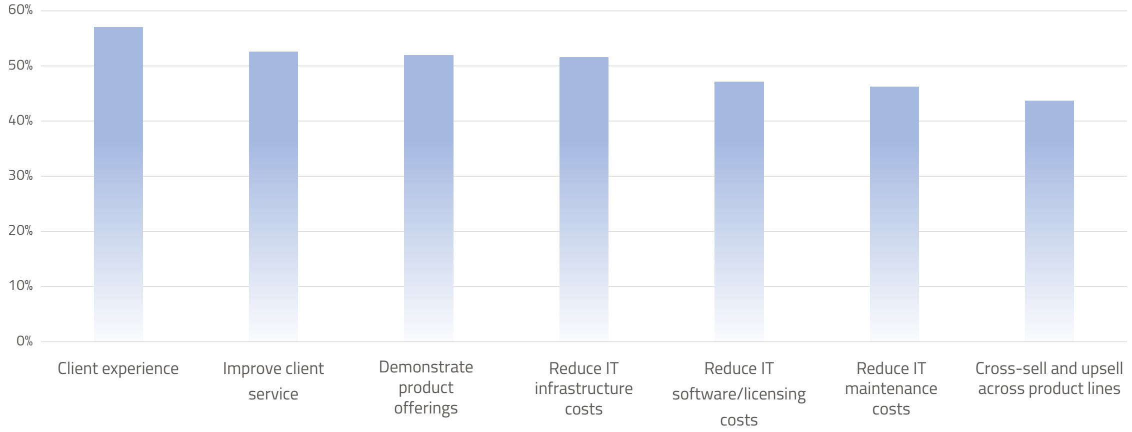
Behind client-centricity came the benefits for marketing/sales, with 52% saying a single portal helps them to demonstrate their product offerings, and 44% say it helps cross-sell and upsell across product lines.

There was a strong showing for bringing down costs, with opportunities to reduce:



> "Customer experience is the key driver behind rationalizing multiple portals. Through single sign-on users can log in once and gain access to all their banking products. It saves time and improves security."
>
> **Miguel Mas Palacios**, Director - Global Corporate Banking, NTT DATA

Driver behind rationalizing multiple portals



Case Study for a European-based Global Bank

Digital Platform:

- **Origination:** Need to create a single channel to offer present the complete CB offer to corporate clients.
- **Scope:** Design of a Front-end platform for communication and reporting purposes
- **Added value:** provide clients with a digital portal combining advanced technologies with an assortment of micro services, with seamless integration across applications and state-of-the-art content, enabling further productive engagement between Corporate Banking and their clients.
- **Benefits:** provide a value-added functionality to both clients and internal users, single portal with access in an easy way, accessible from all devices, complete and integral vision of all digital offer and customizable to the user´s needs.

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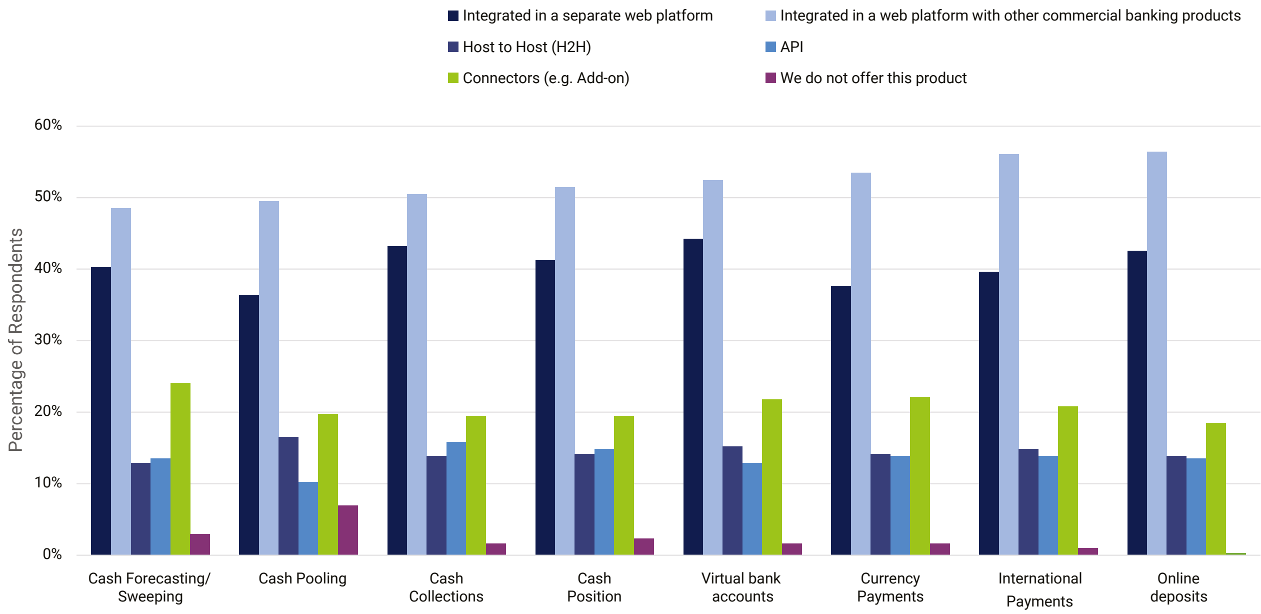
THE TREND TOWARDS PRODUCT INTEGRATION

Alongside rationalizing portals, banks are working to open up product features through APIs and web platform integrations. Banks are already offering this across a wide gamut of products, with web platform integrations the most likely to be offered. Complete API and host-to-host integrations are relatively limited in most banks.

This graph shows the banks' offering by product in terms of connectivity development:

Product Integrations Offered by Banks



It shows some interesting variations by product. For instance, cash forecasting/sweeping products are more likely to offer add-on connectors and integrations outside the commercial banking platform, but online deposits and international payments are most likely to be fully integrated in-house – which is logical given the importance of these services.

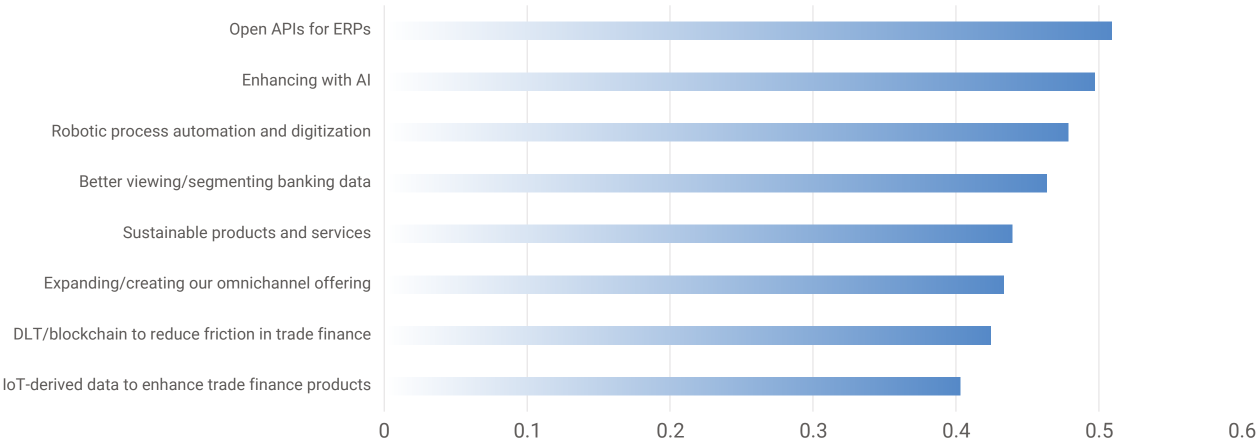
Supply Chain Financing (SCF) Integration Project for a European-based Global Bank

SCF Ecosystem Platform:

- **Origination:** Need to integrate all the SCF products across geographies into a single platform as part of the bank's global strategy.
- **Scope:** Analysis of the current service offered and the requirements setting to incorporate into the new global platform. Developing a migration plan, a set of APIs at the global and local level to cover the service and go-live plan.
- **Added value and benefits:**
  - A refreshed reverse factoring solution that's accessible from a global platform.
  - Enriched user experience at the corporate and the suppliers' side
  - A faster response to suppliers and a complete trace of the payments and invoicing flow
  - More accurate risk management

IMPROVING THE SERVICING OF EXISTING CUSTOMERS

Banks are investing in new services in multiple new and emerging sectors. with the biggest areas of investment in robotic process automation, AI-based enhancements and Open Banking:



Priority scale: 0.2 Low Priority, 0.6 High Priority

Given that blockchain and the use of IoT-derived data are both areas that are relatively nascent in banking, it's unsurprising that banks are prioritising areas where they know they can derive value.

SCF EcoSystem with SAP Ariba – Case Study for a Global Bank

This global bank needed to create a solution to change the relationship with clients when it came to Supply Chain Finance (SCF). It wanted a solution that connected buyers, suppliers, and banks – one that could be fully integrated using APIs and SFTP.

NTT DATA was brought in to develop the platform and connect it to SAP Ariba.

Developed on the SAP Cloud Platform, the solution now allows the bank to offer an invoice financing service to its suppliers using the SAP Ariba Network.

This means that suppliers can now access offers to simulate or request financing. They can access all the information in one platform and trace payments.

As an added benefit, the platform provides digital signature and document management to cover the entire process.

NTT DATA and SCF Historically, corporate SCF solutions are managed locally, with decentralised technology and support functions spread across various geographies. NTT DATA offers services to create a fully global and integrated solution for its clients, backed up by real-time data and advanced analytics.

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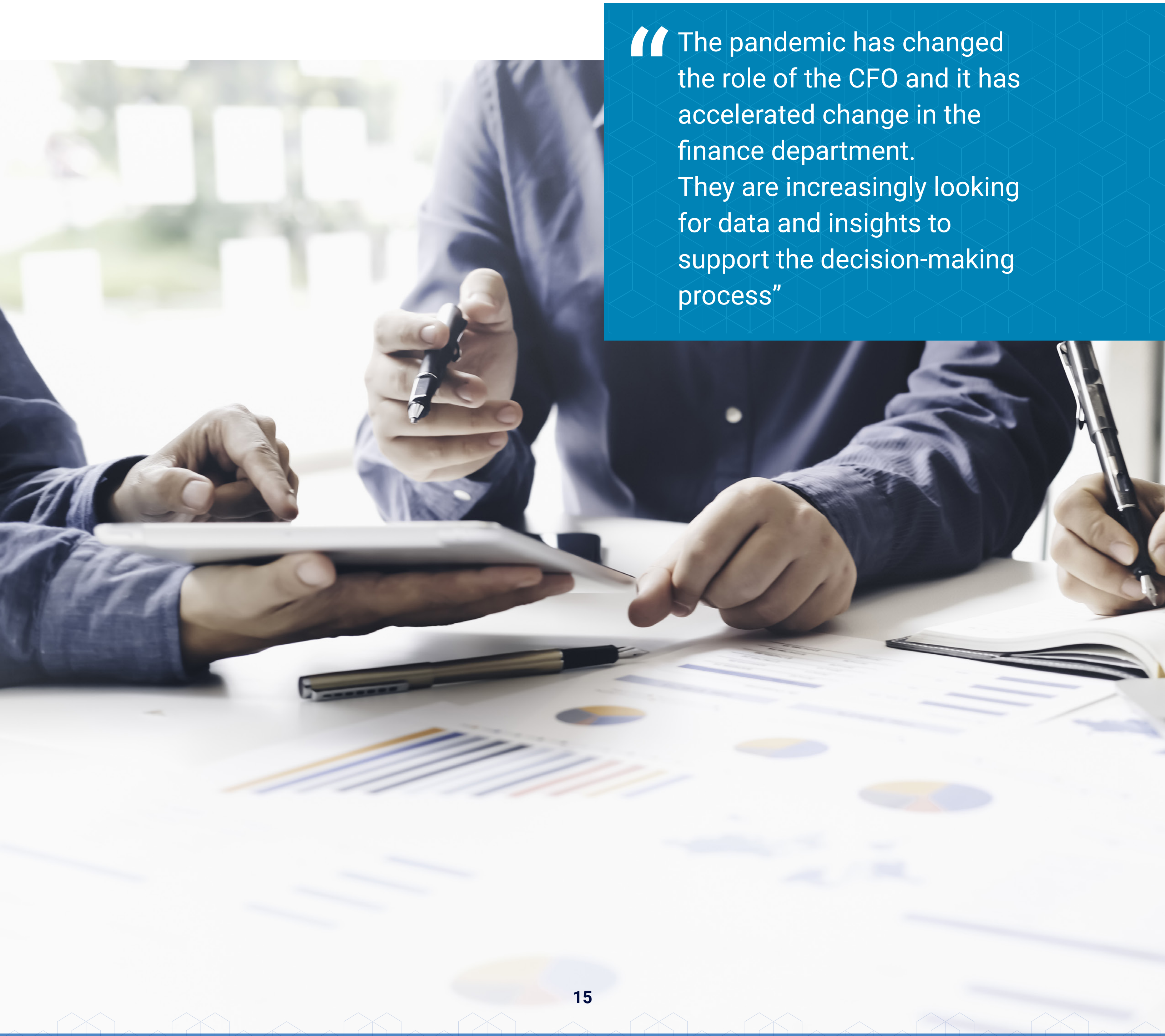
USING DATA AND INSIGHTS TO ENHANCE SEGMENTATION

During the height of the pandemic, corporate CFOs were forced to step back from longer-term responsibilities such as organizational change, strategic leadership, and financial planning. They needed to make decisions quickly, using real-time information based on data analytics that gave them accurate information to forecast needs for liquidity, financing, and solvency.

This accelerated change in the finance department. The C-suite and senior decision-makers at corporates are now increasingly looking for more data and insights to support the decision-making process. It's a major area of investment: 46% of banks reporting that they are currently investing in this area.

> "The pandemic has changed the role of the CFO and it has accelerated change in the finance department.
> They are increasingly looking for data and insights to support the decision-making process"



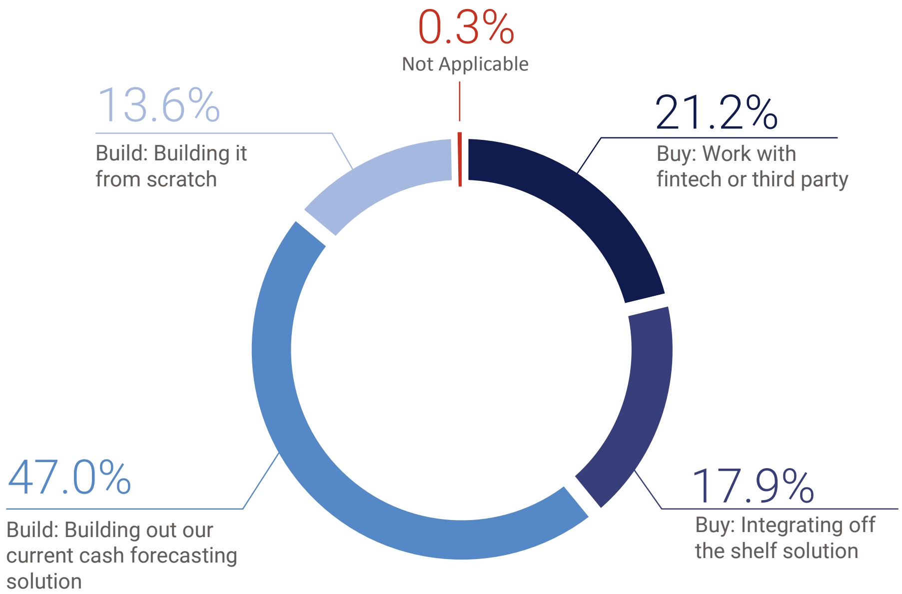
How do banks respond to technology demand? The build versus buy debate

We've discussed the trends and drivers that are resulting in corporate clients demanding change from their banks. The question is how should banks respond?

One dilemma for banks when investing in new technology is whether to build or buy the solution. Both offer advantages and no off-the-shelf solution will work without integration efforts.

Cash forecasting is one area seeing significant investment. When asked about the strategy chosen, 61% of banks elected to build out their solution versus 39% that are buying the solution – either through a fintech or off-the-shelf.

Build or Buy?



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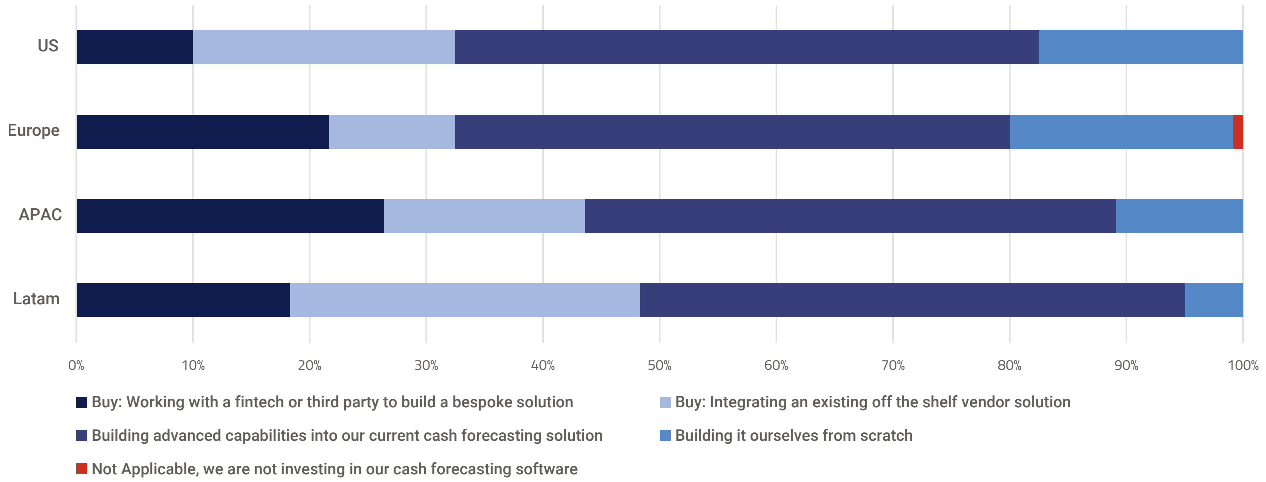
However, the strategy varies by region. In Europe and the US, they are less likely to buy an off-the-shelf solution, with only 33% selecting this strategy.

In LATAM on the other hand, 48% of banks would buy a cash forecasting solution.

Banking investment strategy for advanced cash-forecasting

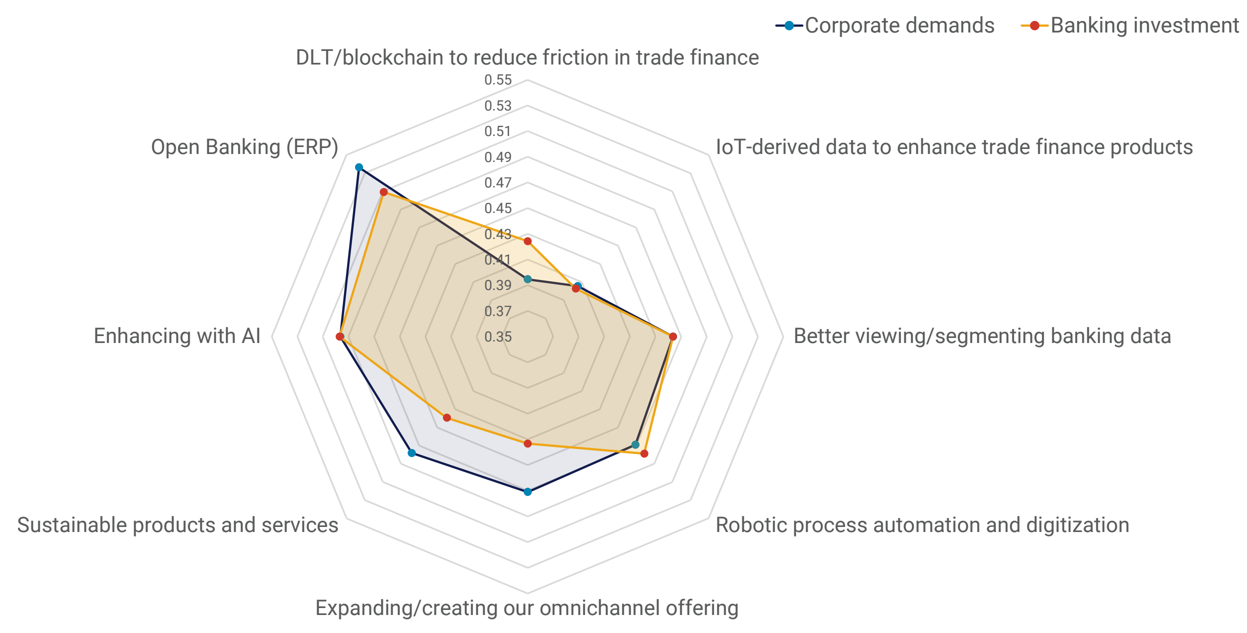


WHERE THE BANKS ARE GETTING IT WRONG: MISMATCHED INVESTMENT

Within the research, there were disparities between banking investments and corporate expectations. This indicates opportunities for banks as corporate clients aren't being well served in these areas.

The biggest disparity was in the creation of sustainable products and services. Corporates are demanding more investment than banks are committing.

Corporates are also looking for more investment from the banks in expanding their omnichannel offering. This suggests that the proliferation of channels with which to bank through hasn't resulted in a completely joined-up approach, and work is required here.



Corporates are looking for industry expertise from their banks

For two years, corporates have risen to the challenges of the COVID-19 economy. Restrictions that were meant to be temporary in 2020 proved to be much longer lasting. Businesses have become experts at change: they have reimagined, renewed, and rebuilt. They have shown unprecedented resiliency.

Optimism has now returned to businesses, as has growth and profitability. But the challenges have caused businesses to question everything they do and ensure they are working with partners that speak their language. Furthermore, partners who understand their unique challenges and requirements.

This comes against the backdrop where personal relationships that used to be nurtured between the banks and their clients are now much weaker. Today it is much more likely that a corporate client's primary channel for interfacing with their bank is online – in fact, by and large this is what corporates want. Having to speak to a "real person" for day-to-day activities slows them down.

The pace of business means that they don't want to wait for a request for banking services to go up the chain of command and come back a week or two later. They want services immediately. Ideally, they want self-service. Bespoke services that they can configure and adapt as they see fit.

The challenges of COVID-19 have caused businesses to question everything they do.

They want to work with partners that speak their language and understand their challenges.

This isn't to say that human to human interactions are a bygone feature of banking. It's just that demand has diminished in most sectors.

Industries most likely to still want H2H communication (Face to face, phone, email)	**Industries most likely to want H2M communication** (mobile apps, web platforms)	**Industries most likely to want M2M communication** (APIs, H2H)
Consumer services Construction and property	Retail IT, technology and telecoms	Life Sciences IT, technology and telecoms Logistics
		

Banks need to build the framework of technology to deliver on what corporates need. Self-service is the best service for most corporates now.

The specifics are more nuanced, as we'll find when we explore different industries over the next few pages.

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INDUSTRY FOCUS:
Business and professional services

Introduction

The Business & Professional Services industry focuses on providing services to other corporate entities or public bodies. It is a broad industry, spanning a number of sectors, including Professional Services, Human Capital Services, Business Services and Infrastructure Services. Yet there are common challenges that unite the subsectors.

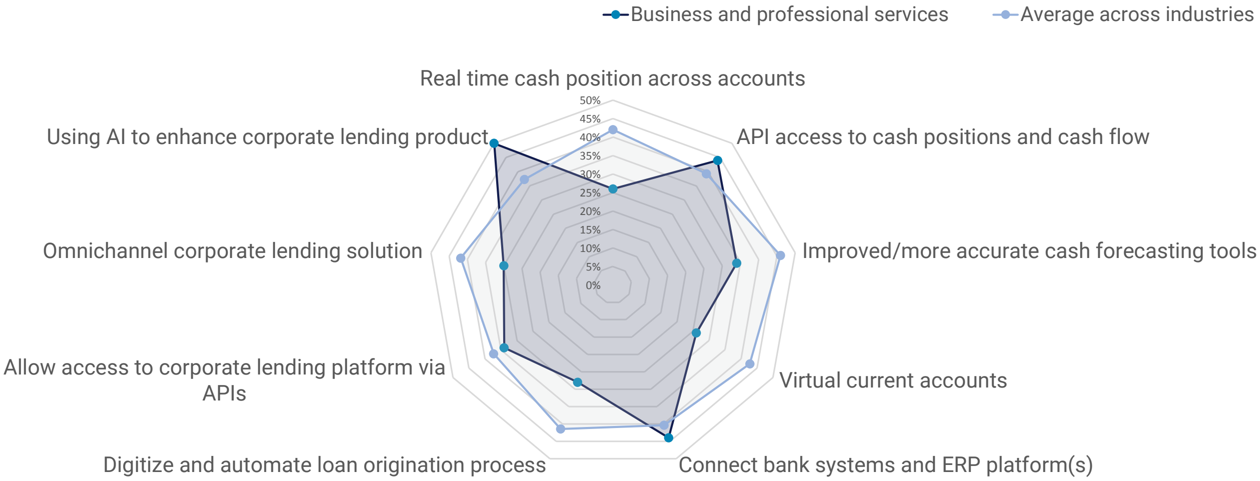
The professional services industry is looking for ways to drive efficiencies and add value for clients, for instance by using automation technologies such as RPA to reduce manual data tasks, or using AI-based text recognition for document processing.

Banking technology requirements for Business & Professional Services

The sector is is looking for banking technology providers that share its values of innovation and transformation. Where it may not have the logistical challenges of other industries, it seeks efficiency in all that it does, and it wishes to minimize the administrative burden it places on its human capital. After all, this industry is completely reliant on the skills and knowledge of its staff.

Treasury and Cash Management

Business and Professional Services: Unmet demand from banking providers



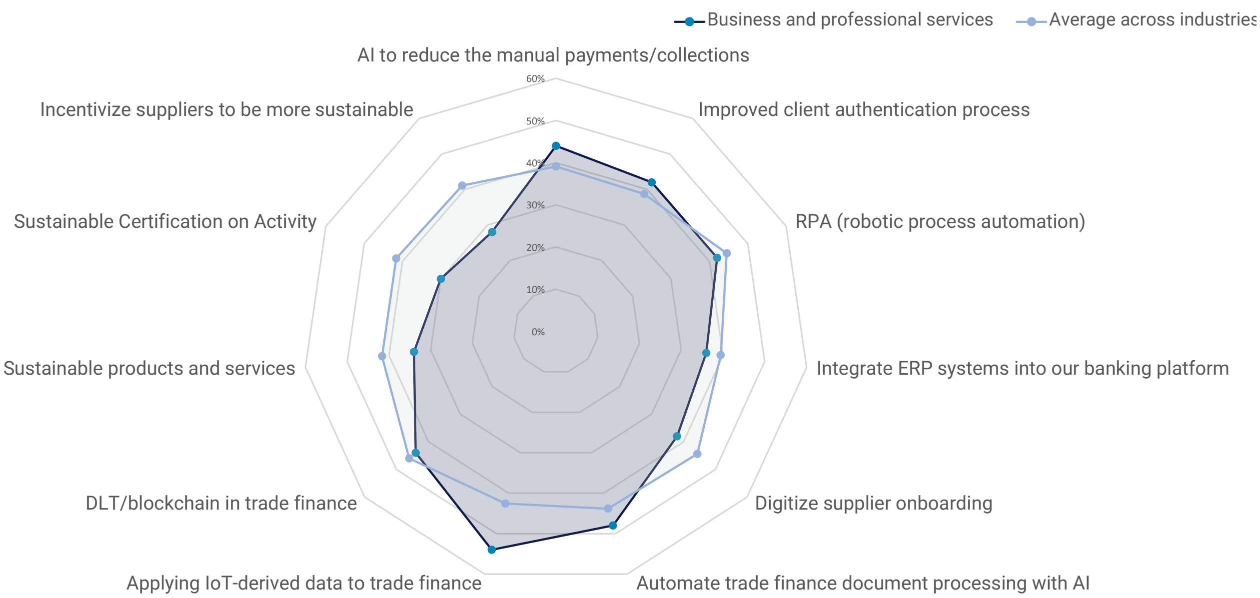
In terms of banking requirements, the Business and Professional Services industry demands less than the cross-industry average across many aspects of treasury and cash management, with three notable exceptions:

- Using AI to enhance corporate lending products
- API access to cash positions and cashflow
- Connecting bank systems and ERP platforms

This industry is looking for spot solutions to fix particular pain points. Banking providers will be well-placed to work with individual companies in the sector to understand their challenges and offer guidance to solving specific issues.

Supply Chain Finance

Business and Professional Services: Unmet demand from banking providers



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There is demand within the sector for efficiency savings and this is particularly evident in its requirements on the supply chain side. A requirement to use AI to reduce manual payments/collections and to automate trade finance document processing was evident in the research.

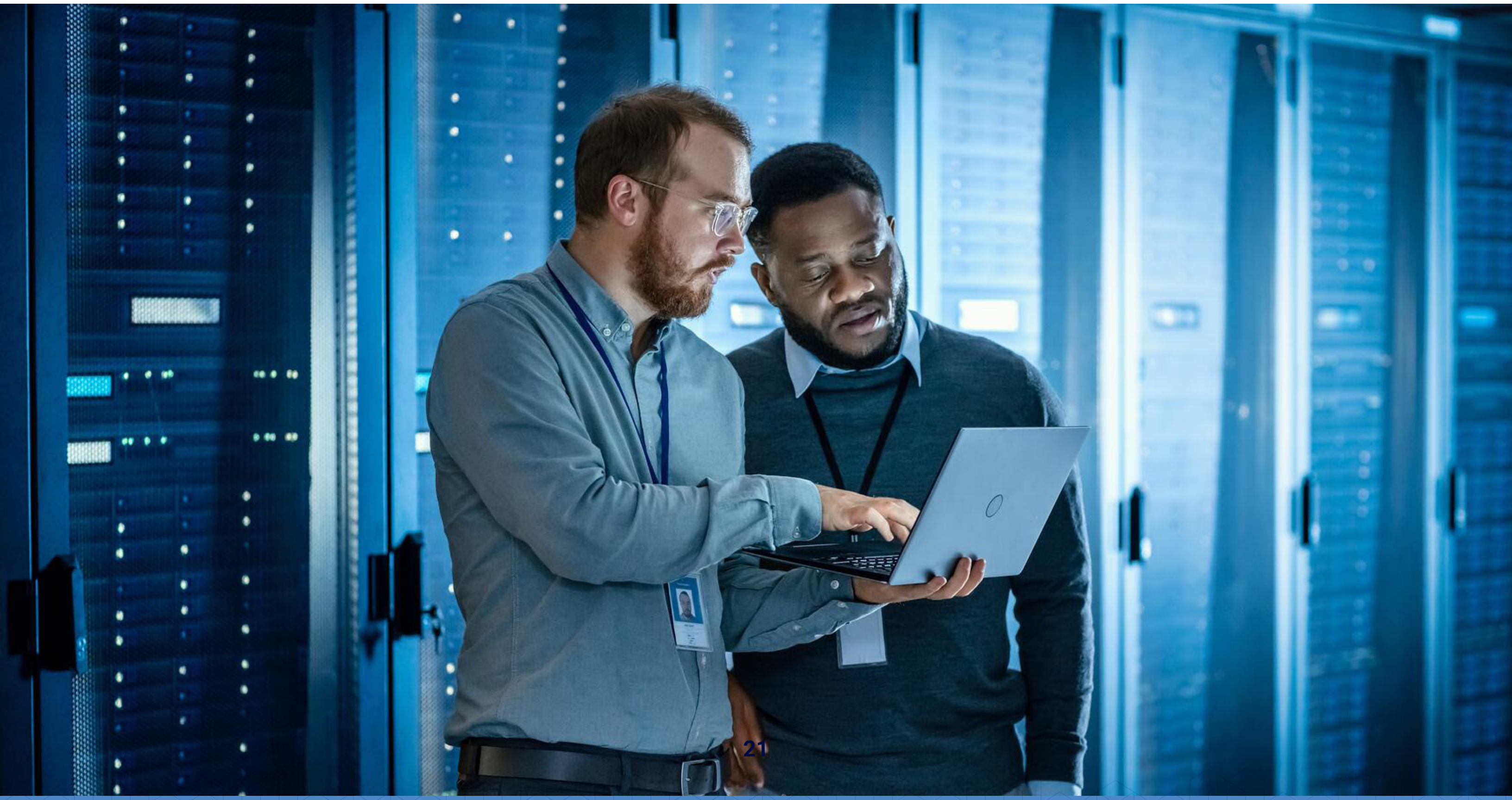
There was demand in applying IoT-derived data to trade finance, demonstrating a desire to bridge the physical and virtual in this sector.

Sustainability is much less of a focus - in fact, the industry has the lowest sustainability demands of any surveyed. But this doesn't mean it should be ignored. Simple solutions to help firms achieve sustainability goals would work best.

"The business and professional services sector seeks innovation and efficiency in its client work and this requirement extends to its banking providers.

Businesses may not have the complex logistical challenges of other industries, but it does need partners that will work with them to fix particular pain points, for example, contract financing or BPO finance."

Terry Kuester, Banking, Financial Services and Insurance Consulting, NTT DATA



INDUSTRY FOCUS:
Construction & Property

Introduction

The construction and property industry literally shapes our world. With this kind of impact, construction and property organizations bear a heavy responsibility and they are faced with some unique challenges to ensure they keep pace with their competitors:

- Continuous advances in technology
- Pressures on costs – especially for public sector projects
- Dual demands of lower prices and shorter completion times
- Evolving procurement challenges

In addition to these challenges there are strict compliance, regulatory and tax requirements, as well as high ESG standards to maintain.

The interface between public and private sectors in this industry is an area of great opportunity and innovation. Private finance is being used for public projects and conversely, huge public infrastructure investment is being made, especially to drive a post-COVID recovery. For example, in the US an unprecedented $550 billion of federal investment is being made in America's roads, bridges and infrastructure.

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Banking technology requirements for Construction & Property

Viewed from the outside, the construction industry is sometimes considered a laggard when it comes to its use of technology, but the reality is that it has complex requirements and technology is key to staying competitive. This includes the convergence of technology solutions and financing.

Construction and Sustainability

From start to finish, construction firms need to avoid, minimize, or mitigate their effects on the environment and the surrounding area.

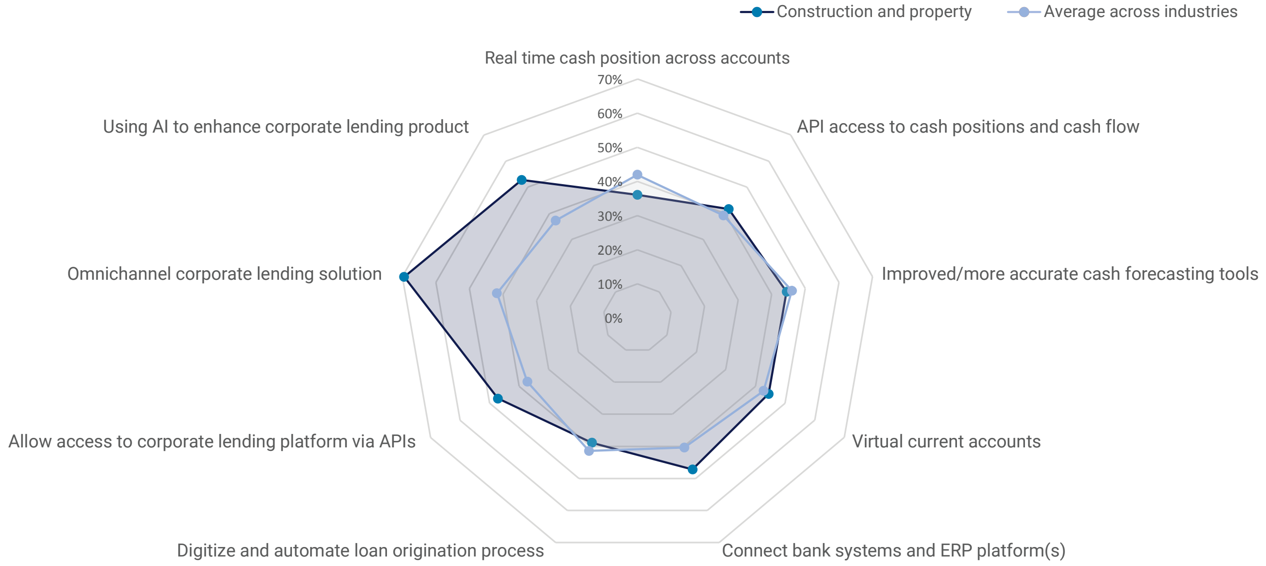
Increasingly, sustainability requirements extend to financing, and this operationally impacts firms in a number of areas:

- ESG Regulation is becoming a requirement across many countries
- In order to pitch for an RFP, firms must demonstrate sustainability credentials
- Firms need to demonstrate their sustainability credentials in order to raise financing
- The supply chain needs to be certifiably sustainable

Of course, for construction projects directly attributed to renewable energy/infrastructure, there is very favorable financing available. For instance, the EU green bond has been issued to finance member states' environmentally-beneficial projects. The issuance is part of the bloc's COVID-19 recovery fund – and comes against the backdrop of the EU aiming to become carbon-neutral by 2050.

Treasury and Cash Management

Construction and Property: Unmet demand from banking providers



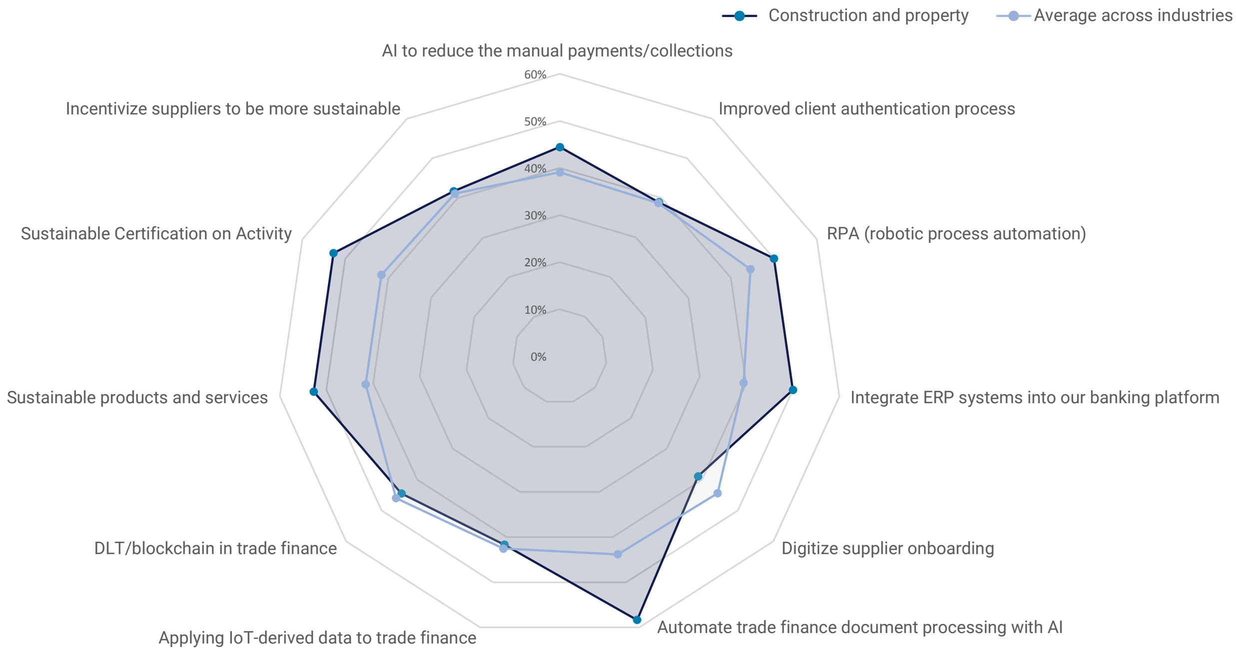
Compared to other industries, construction and property has unmet demand in three areas of treasury and cash management:

- Omnichannel corporate lending solutions
- Access to corporate lending via APIs
- The ability to leverage AI to enhance corporate lending

The omnichannel demand is the strongest of any industry and perhaps reflects the challenging environment of construction projects, along with the need for seamless integration.

Supply Chain Finance

Construction and Property: Unmet demand from banking providers



The research shows that demands are not well met by banking providers in construction and property when it comes to supply chain finance.

In particular, there is very strong unmet demand for automation of trade finance document processing, and more sustainable products and services.

There is clear opportunity for banks to show their sector expertise combined with technical know-how in this industry to win market share.

> "The construction sector sits at a unique juncture between private and public investment. Companies need sophisticated banking products whenever and wherever they need it; and our research found that banks aren't delivering a seamless omnichannel solution adapted to their financing and discounting needs.
>
> Construction is looking for more advanced technology from banks to meet their particular challenges, regarding API and ERP connectivity."
>
> **Miguel Mas Palacios,** Director - Global Corporate Banking, NTT DATA

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INDUSTRY FOCUS:
Energy, Oil/Gas, Utilities

Introduction

More than any other industry sectors, Energy, Oil/Gas and Utilities are beholden to global supply and demand, and highly variable commodity prices. This is the fundamental challenge here: the intrinsic volatility of the sector, and the need for strategies to smoothen the ride.

Just ten years ago the individual facets of energy, oil/gas, and utilities were in sync, but today there is an accelerating transition to non-fossil fuel sources which further increases complexity. Energy/utilities companies need to balance unpredictable sources of energy such as wind with unpredictable prices of fossil-fuel-derived energy – whilst satisfying the specific demand to grow the use of renewables from governments, industry, and consumers.

Banking technology requirements

Energy, oil/gas and utilities have advanced banking requirements – for consumers of energy such as utility companies it is important to hedge against volatility. But for suppliers, the banking operation can be much more sophisticated. Many oil/gas conglomerates run their own trading desks which manage the buying, selling, and movement of energy products around the world.

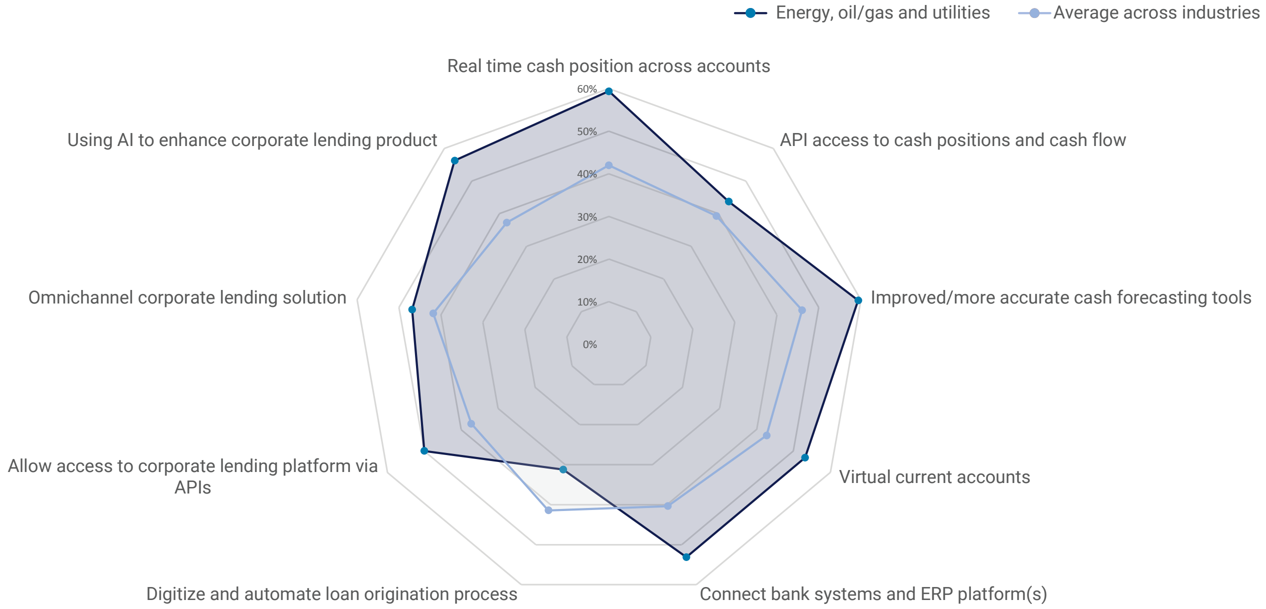
As a result, the sector probably demands more from its banking providers on the technology side than any other industry.

Energy and Sustainability

The transition to a lower-carbon world means that firms need to diversify away from pure fossil fuels. Even giants of oil and gas such as Shell, BP and Exxon Mobil are investing in renewables. This sector is taking ESG very seriously, and this is encompassed in their expectations of banking.

Treasury and Cash Management

Energy, oil/gas and utilities: Unmet demand from banking providers



Demands are high across treasury and cash management when compared to the cross-industry average. The research suggests there is significant unmet demand in multiple areas, and that the energy industry is seeking far more of its banks.

There are some notable areas where demand is particularly intense and unmet:

- Real time cash positions
- Accurate cash forecasting tools
- The ability to connect bank systems to ERP platforms

This industry is a sophisticated user of banking services and is looking to level up when it comes to its banking partners.

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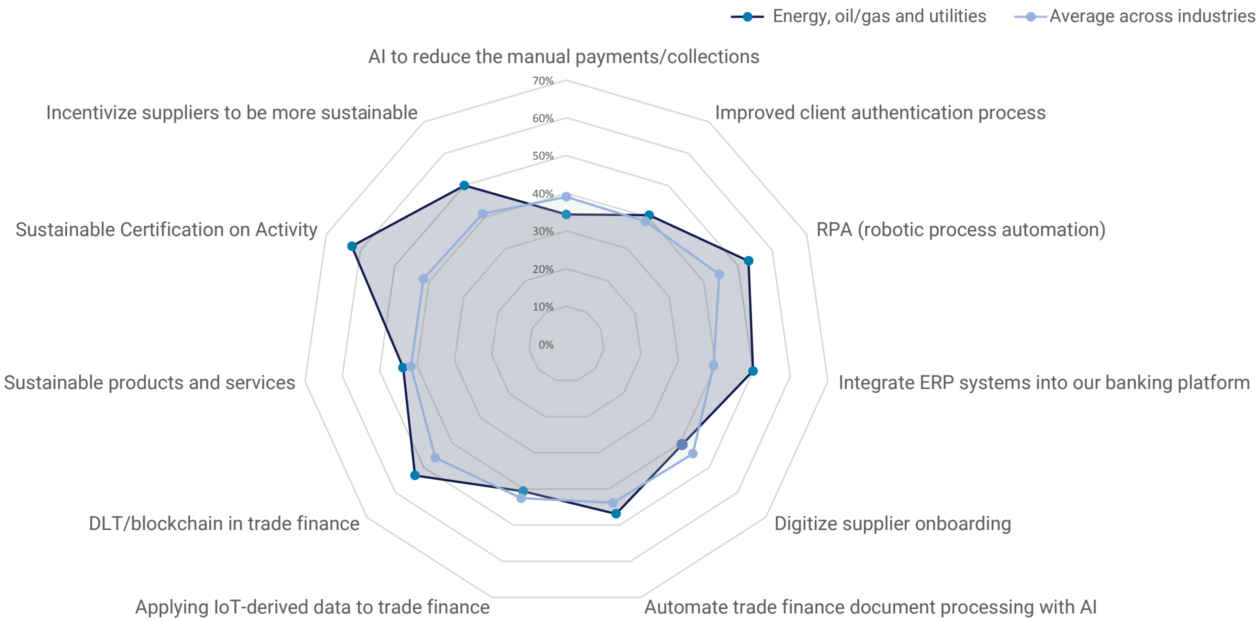
> “The energy sector has always placed a high demand on its banking providers, it is proper financing that allows it to keep a steady keel even during periods of intense volatility. However, take a step back and the sector is facing the most fundamental change of any industry – that of moving to no or low-carbon energy sources. As a result, they need banking providers that are nimble and agile.
>
> Our research found high demands across banking technology products. This is a sector yearning for more, especially linked to meet their ESG transformation requirements.”
>
> **Marc Garay Pinosa,** Head of Treasury and Capital Markets, NTT DATA

Supply Chain Finance

Energy, oil/gas and utilities: Unmet demand from banking providers



In supply chain finance, this sector has very strong demand for certification with regards its sustainability activity. This is the strongest unmet demand of any sector and suggests that the energy industry has a specific need here that banks would be wise to look into.

Automation also features strongly, with demand for RPA, and also automation of trade finance document processing with AI. The energy industry also wants to integrate its ERP systems into the banking environment.

INDUSTRY FOCUS:
IT, Technology, and Telecoms

Introduction

IT, Technology, and Telecoms is a sector that has, by and large, come out of the pandemic stronger. COVID-19 accelerated our adoption of technology and increased our levels of connectivity via the digital world.

Telecoms has been a lifeline during the past two years, allowing businesses to continue to work remotely in a way that would have been impossible a couple of decades ago.

However, growth has been somewhat hampered by a supply crunch in the industry, with many types of silicon chips being in short demand.

Banking technology requirements for IT, Technology, and Telecoms

This sector unsurprisingly tends to be an early adopter of banking technology. Corporates leverage their own expertise to build tools to give them a competitive advantage and so readily look to integrate APIs into their own internal tools.

The danger for traditional banks is that tech companies are more willing to use the services of fintechs which are much more aligned to their own ways of working.

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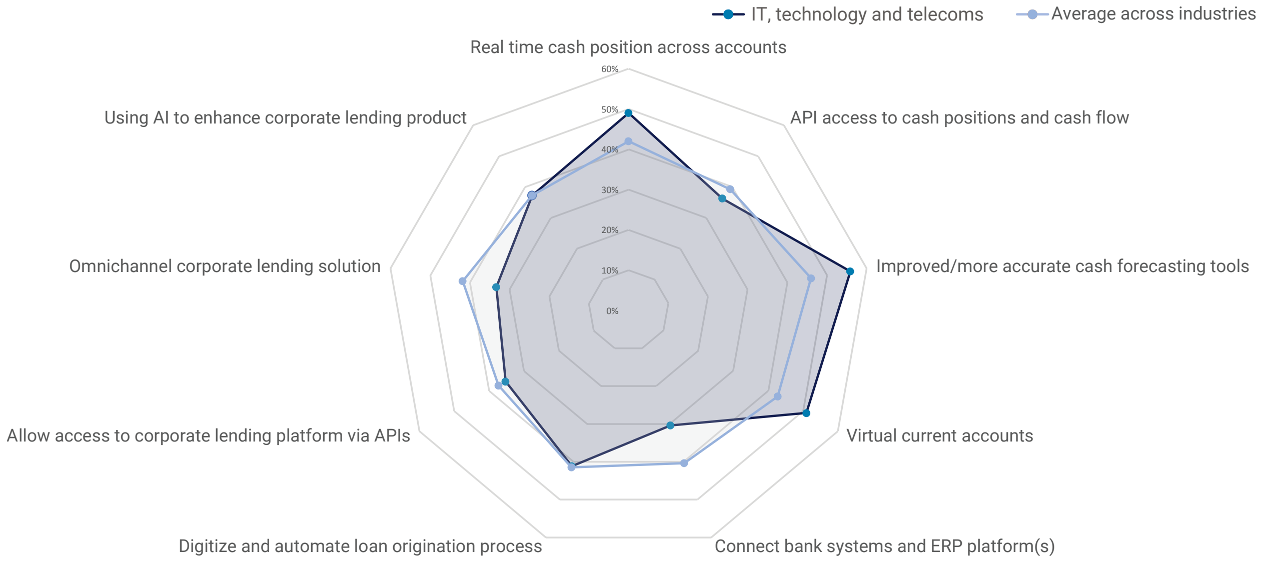
Technology and Sustainability

The tech sector is a huge user of power, with data centers responsible for a growing proportion of global electricity output and significant carbon emissions. There is a focus on sustainability, with initiatives such as shifting to renewable electricity.

Treasury and Cash Management

IT, technology and telecoms: Unmet demand from banking providers



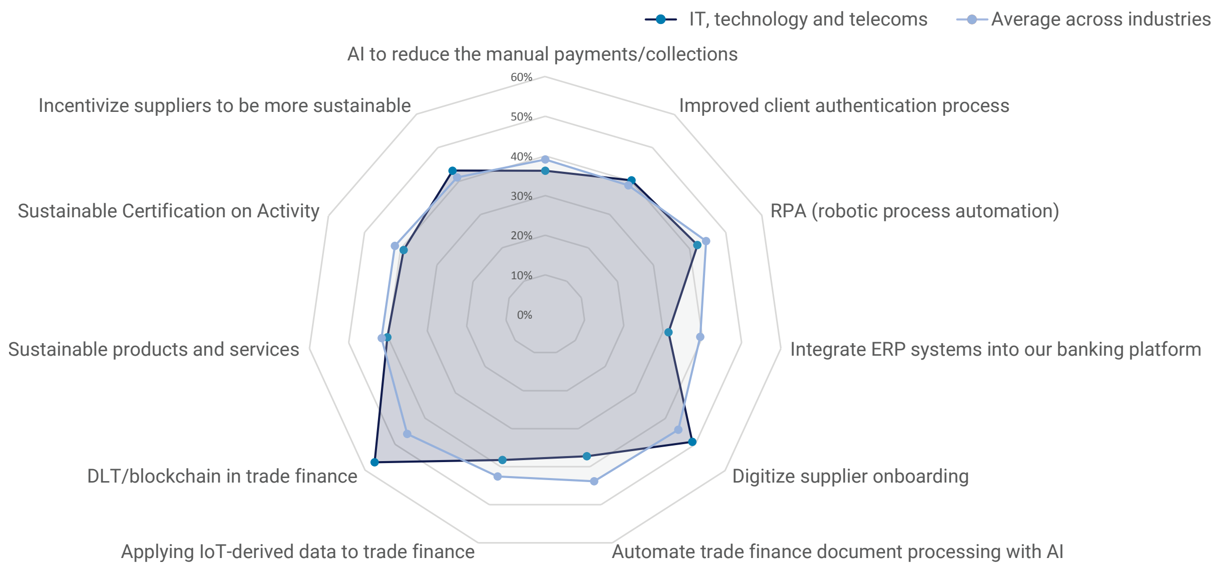
As early adopters of API access and omnichannel solutions, requirements are already largely being met by their banking technology partners.

However, there are some notable areas where demand in treasury and cash management was unmet, around services that focus on improved visibility:

- Real-time cash position across accounts
- Improved/more accurate cash forecasting tools
- Virtual current accounts

Supply Chain Finance

IT, technology and telecoms: Unmet demand from banking providers



The technology sector sees roughly average or below-average unmet demand in many aspects of supply chain finance, apart from in two areas. These two areas saw higher-than-average unmet demand:

- DLT/blockchain trade finance
- Digitizing supplier onboarding

The demand for blockchain is interesting, perhaps derived from the sector's technology underpinnings and consequent increased interest in seeing how it could be used for supply chain finance.

Digitization of supplier onboarding is the final piece of the puzzle for the technology sector, and demonstrates its desire for end-to-end digitization.

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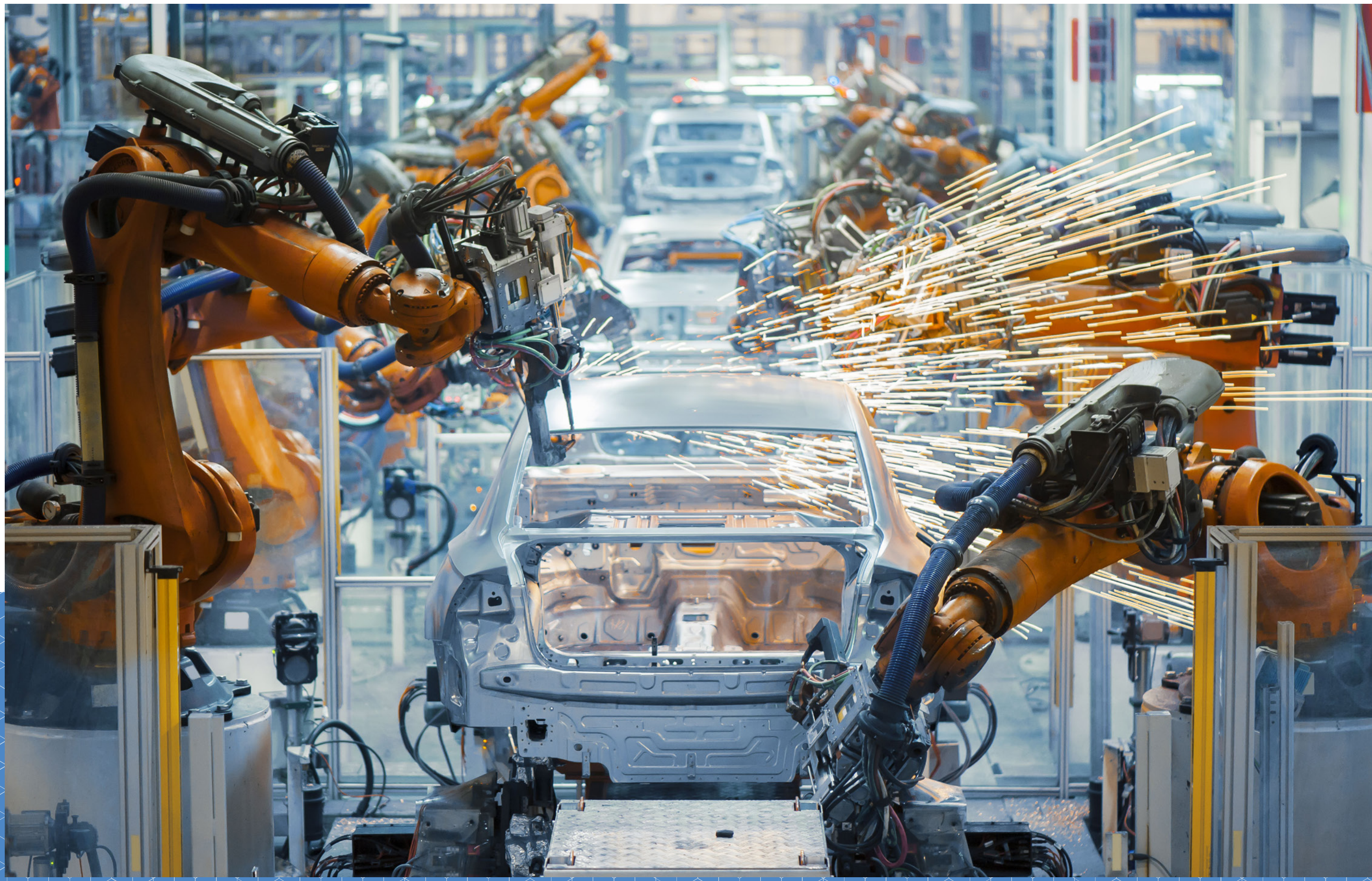
INDUSTRY FOCUS:
Manufacturing & Production



Introduction

There is significant optimism in the manufacturing and production sector as demand bounces back strongly after the pandemic.

However, optimism around growth is held in check by caution from ongoing risks. Workforce shortages and supply chain challenges are reducing operational efficiency and margins.

To stay one step ahead of industry trends and keep pace with the competition, technology innovation is front and center here, offering new ways to respond to customer demands. Key trends include:

- Reshoring and reducing dependence on offshore manufacturing centers like China
- Exploring the potential of additive manufacturing (3D printing)
- Predictive maintenance and other automation technologies
- Increasing sustainable business practices

Banking technology requirements for Manufacturing and Production

The manufacturing and production sector is characterized by complex supply chains. Lean manufacturing techniques streamline the production system and reduce waste but rely on tightly controlled supplier and inventory management. The inventory turnover ratio is a key metric for estimating the efficiency of a company.

Modernization of processes and investment in new equipment, including smart factory initiatives, are high on the agenda, and one of the benefits is tighter integration with banking systems.

Therefore, manufacturers are looking for banking partners that can work with them to deliver on projects and hit their long-term goals.

Manufacturing and Sustainability

The fast rise of ESG factors is elevating the importance of sustainability in manufacturing as never before. There is an increasing expectation for reporting on sustainability metrics in manufacturing. Sustainability ratings to be tied to financing opportunities.

Manufacturing is held to a high standard when it comes to sustainability, and there is an increasing expectation for the sector to develop and deliver against net-zero or carbon-neutral goals, and to quantify efforts and results around metrics such as energy consumption.

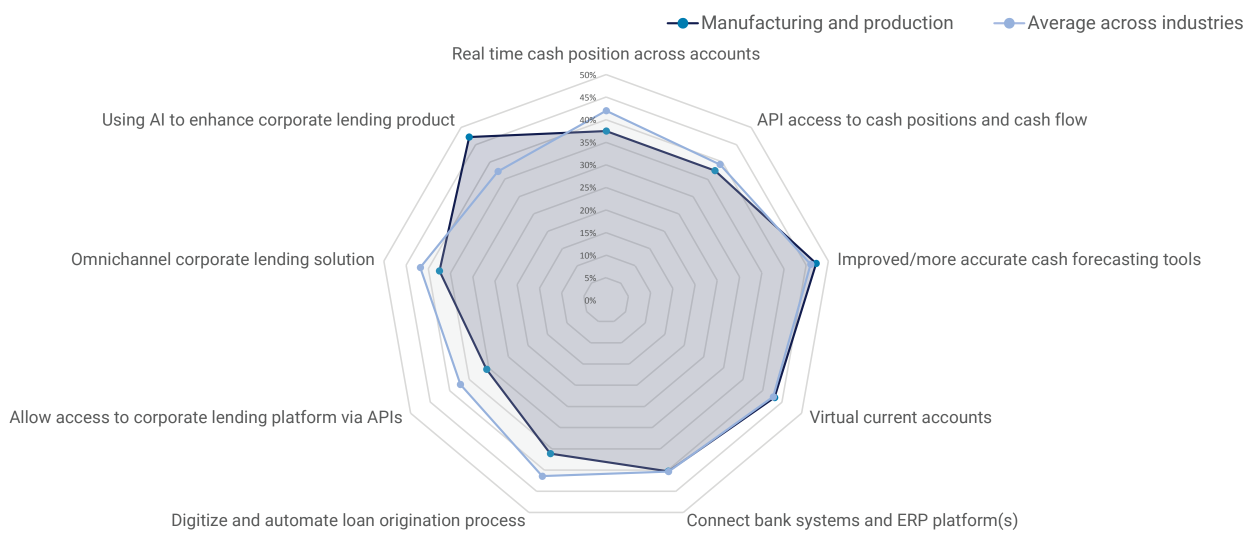
It's important for banking providers to work closely with clients in the manufacturing sector to help them achieve sustainability goals.

In this sense, the market is waiting for the direction that banks take on sustainability criteria, taxonomy and pricing. Banks should be ESG-based investment facilitators, as well as helping companies improve their sustainability metrics in order to obtain better financing conditions.

Banks will be able to develop a proactive role by offering more advantageous finance to those companies who can certify that they work with sustainable suppliers, and who are driving to reduce their carbon footprint.

Treasury and Cash Management

Manufacturing and production: Unmet demand from banking providers



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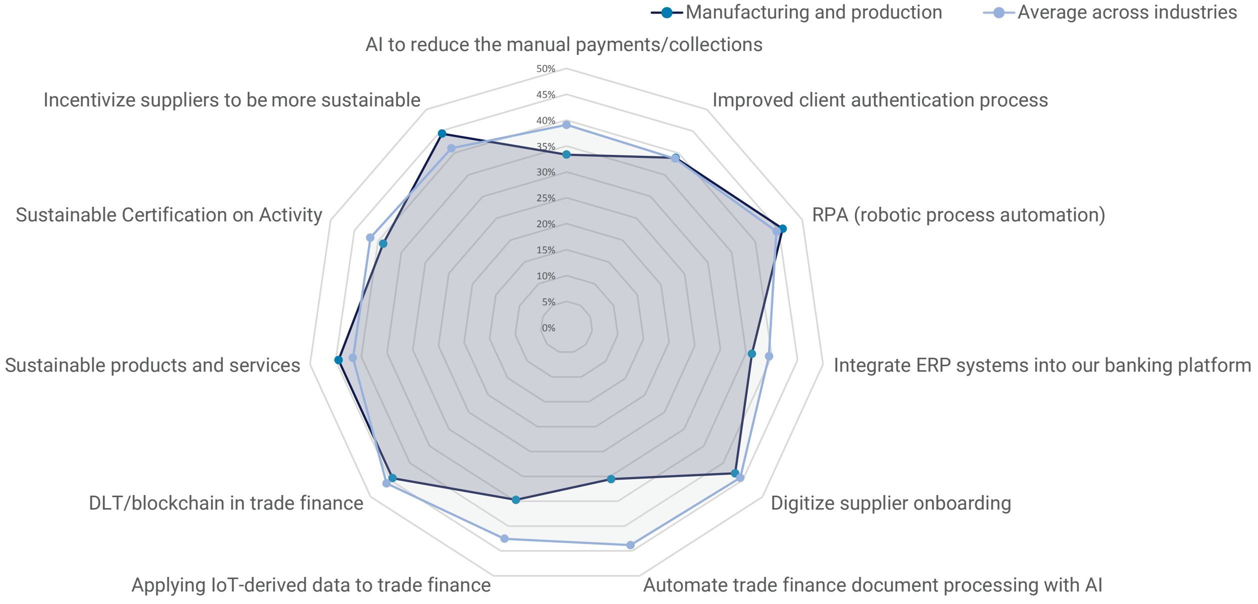
Manufacturers are on-par with cross-industry peers when it comes to unmet technology requirements.

However, the one area that sees higher unmet demand is in using AI to enhance corporate lending products. In general, it shows that the manufacturing sector is pushing for more connectivity between banks and corporates' ERPs, and all products related to cash positions, such as virtual accounts, cash flows and cash forecasting. This has much more importance in a sector where the management of liquidity is crucial, as is visibility of cash positions and the organization of complex supply chains.

Supply Chain Finance

Manufacturing and production: Unmet demand from banking providers



Sustainability services were the highest unmet demand in manufacturing supply chain finance. Manufacturers are looking for sustainable products and services, and for ways to incentivise suppliers to be more sustainable.

There is also increased demand for RPA (robotic process automation), reflecting other automation initiatives in the industry.

> "The manufacturing and production sector is characterised by complex supply chains and just in time manufacturing techniques. There's no tolerance for waste and this extends to its technology and banking partners. Banks need to help these customers to optimize their supply chains cost and efficiencies and being able to finance suppliers, and help them reduce and track their carbon footprint"
>
> **Niraj Singhal,** Consulting & Digital Transformation Services, NTT DATA

INDUSTRY FOCUS:
Life Sciences & Healthcare

Introduction

There's no industry that's been brought more into focus in the past two years than healthcare and life sciences. It's one of the largest and fastest-growing industries in the world, in addition to being the most regulated, with rapidly changing rules and regulations that often conflict between one country and another.

Discovery and innovation are the lifeblood of life sciences companies. Advances in digital and analytics capabilities, as well as progress in next-generation life science technologies, are accelerating research breakthroughs. The pandemic reminded governments and the public of the value of the sector to society.

Healthcare and life sciences companies face a number of challenges, including navigating global regulations while contending with rising R&D costs, managing the lapse of patent protection of profitable drugs, pricing pressures, and rising competition.

There's a rapid convergence of healthcare, life sciences and technology sectors, with technologies such as AI helping to accelerate drug research.

This is a sector that is constantly breaking new ground and is looking for innovation in all that it does.

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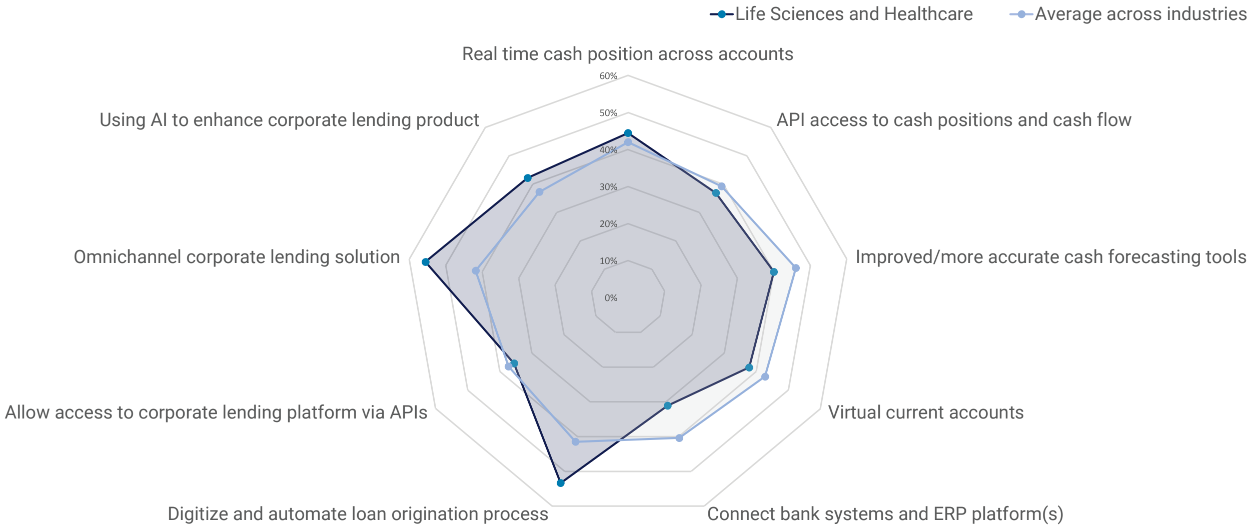
Banking technology requirements for Life Sciences & Healthcare

Life sciences companies range from pre-clinical startups to established businesses, but our research only included the largest companies with $1 billion+ in revenue. The key for these companies is services to streamline their banking experience. These companies need a simple, stable, and mature banking provider.

Treasury and Cash Management

Life Sciences & Healthcare: Unmet demand from banking providers



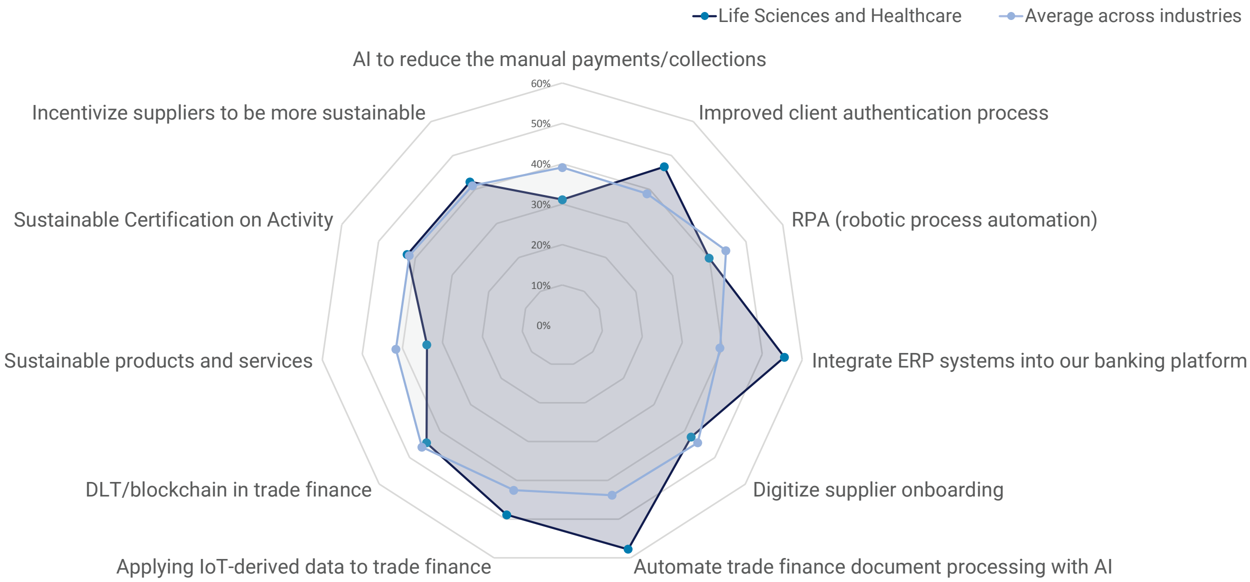
In terms of banking requirements, the Life Sciences and Healthcare industry sees unmet demand in treasury and cash management across four areas:

- Digitize and automate loan origination process
- Omnichannel corporate lending solution
- Using AI to enhance corporate lending product
- Real time cash position across accounts

Its technology requirement is focused on streamlining processes across channels, so a bank that works with Life Science and Healthcare should be able to offer digitalized products and services to automate manual tasks. By providing the ability to obtain real time cash position and cash forecasting tools, the Life Science industry will increase efficiency and will make better decisions.

Supply Chain Finance

Life Sciences & Healthcare: Unmet demand from banking providers



There is demand within the sector for efficiency savings and tighter integration, and this is particularly evident in its requirements on the supply chain side.

There is unmet demand to automate trade finance document processing and improve the client authentication process, as well as integrating ERP systems into their banking platforms.

Trade finance products were traditionally paper-based and very intensive in terms of manual labour. The use of physical papers around the transaction cycle and stakeholders implies slower processes and less efficiency. At the same time, the digital ecosystems developed by banks still have a requirement for data inputs that are mainly done manually. This results in human errors that have consequences for the entire banking ecosystem in terms of reputation, security and solvency. By using document processing tools, banks can increase efficiency reducing manual tasks and avoid human errors in their operations.

There is demand to apply IoT-derived data to trade finance, demonstrating a desire to bridge the physical and virtual in this sector.

Sustainability is as not high on the agenda for life sciences when compared to other industries, and it is already a highly regulated industry so meeting regulation requirements takes priority. But this doesn't mean it should be ignored. Simple solutions to help firms achieve sustainability goals would work best.

> "There's no industry that's been brought more into focus in the past two years than that of healthcare and life sciences. This sector wanted services that streamline banking into one integrated experience in their own ERPs. These companies need a stable, and mature banking provider providing this type of connectivity."
>
> **Miguel Mas Palacios,** Director - Global Corporate Banking, NTT DATA

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INDUSTRY FOCUS:
Media, Leisure & Entertainment

Introduction

Media, leisure, and entertainment is a rapidly changing sector, needing to respond to changing ways that we consume media and enjoy ourselves. All as it strives to keep pace with new platforms, devices, and technology. Its reliance on external factors makes it unique: multiple technology developments such as mobile, higher internet speeds and trends such as social media influence and shape the industry.

Being a creative industry first, it's also highly dependent on consumer demands and cultural tastes, so requirements vary across regions and countries.

Through the pandemic, many out of home leisure pursuits were replaced by in-the-home entertainment, which particularly impacted live music/theatre and the movie/cinema sub-segment. Time will tell if these changes stick or we revert to old leisure pursuits.

The sector sees opportunity in the emerging worlds of gaming, eSports and cross-media content creation.

Banking technology requirements for Media, Leisure & Entertainment

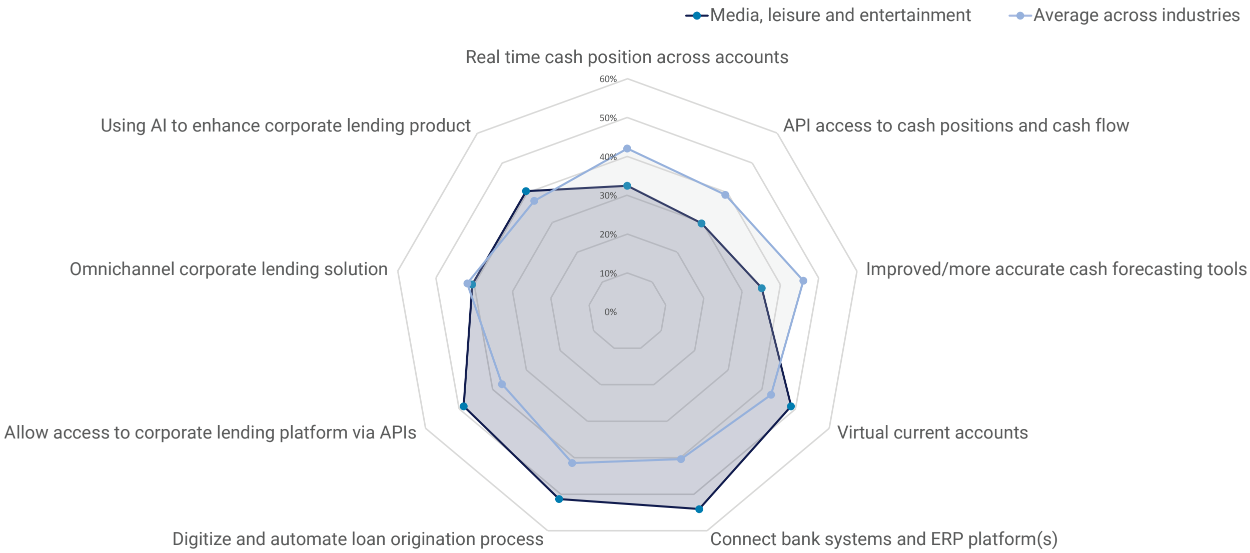
The industry is characterized by high up-front costs and sophisticated financing arrangements. Its banking requirements stem from its use of financing and the need for visibility and straightforward applications.

Media and Sustainability

Being a consumer-facing business, media, leisure and entertainment is in the spotlight when it comes to sustainability initiatives, although it's generally not seen as an industry that negatively impacts the environment. However, as other industries shout about their ESG credentials, the spotlight will inevitably shift to sectors like media and leisure. Consumers want to see all industries across all sectors being accountable for their actions.

Treasury and Cash Management

Media, leisure and entertainment: Unmet demand from banking providers



Unmet demand in the media sector in treasury and cash management focuses on improved visibility of banking data and lower friction loan origination. The top areas with unmet banking demand were:

- Virtual current accounts
- Connecting banks systems and ERP platforms
- Digitize and automate loan origination process
- Allow access to the corporate lending platform via APIs

> "Media, leisure and entertainment is not only a constantly changing industry, but its requirements also vary hugely around the world matching local preferences.
>
> Banking providers need to be particularly agile to service this industry in cash management related services like virtual accounts or multi-currency services such as cross currency sweeps."
>
> **Marcus Martinsson,** Director - Banking Data Driven, NTT DATA

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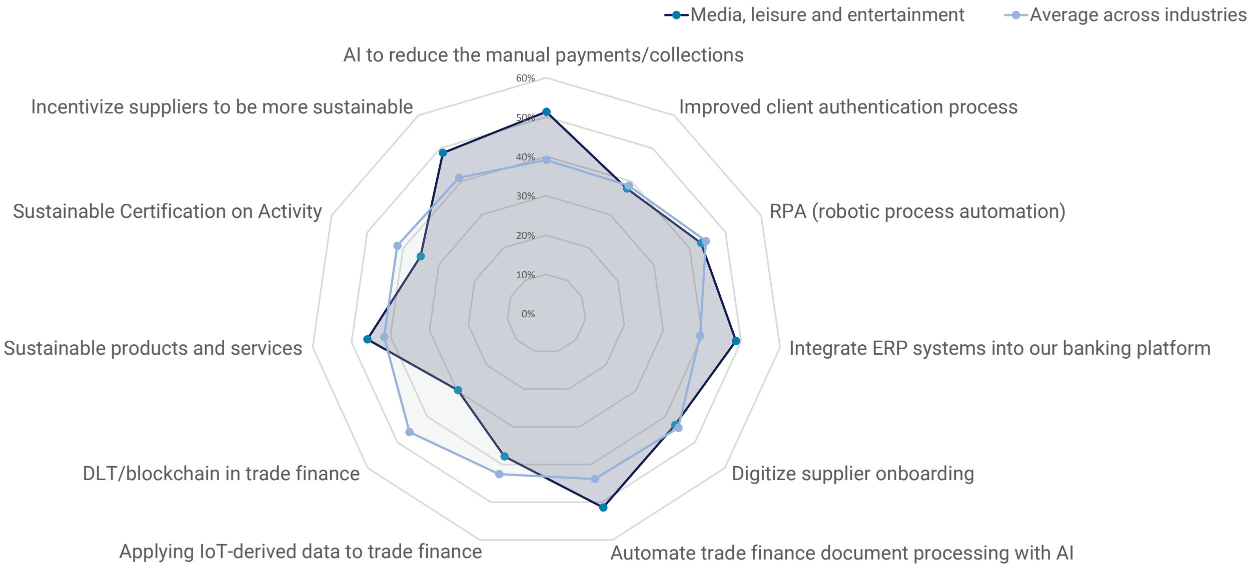
Supply Chain Finance

Media, leisure and entertainment: Unmet demand from banking providers



The requirement for automation is a clear unmet demand on the supply chain financing side here. Businesses are looking to AI to reduce manual payments/collections and help automate trade finance document processing.

There's heightened demand to integrate ERP systems into the banking platform, suggesting streamlining of systems is a requirement.

On the sustainability side there is demand to help incentivise suppliers to be more sustainable.

INDUSTRY FOCUS: Logistics

Introduction

The impact of logistics can't be understated: t keeps the world economy going. Manufacturers, retailers, farmers, and even service providers all depend on it. Retail giants such as Amazon see logistics as their key competitive advantage.

The Distribution and Transportation sector has had to keep pace with the fast-changing demands as well as unprecedented challenges during COVID, as the world simultaneously locked down and increased its requirements for logistics services.

Key trends in this sector include:

- Cutting transportation costs
- Meeting consumer expectations for visibility across the supply chain
- Achieving sustainability targets as stricter regulations come in
- Adoption of new digitization technologies to manage rising network complexity
- Labour shortages in transportation

There's an increasing focus on last-mile delivery too as vast swathes of retail has moved online. From gig workers to autonomous delivery, this subset of logistics and distribution has huge changes ahead.

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Banking technology requirements for Logistics

Digitization technologies are key when it comes to logistics – tightly integrated technology unlocks the sector, enabling the seamless movement of goods. The requirement for integration extends to banking partners too. Speed is a competitive advantage in logistics, so banking services need to keep up.

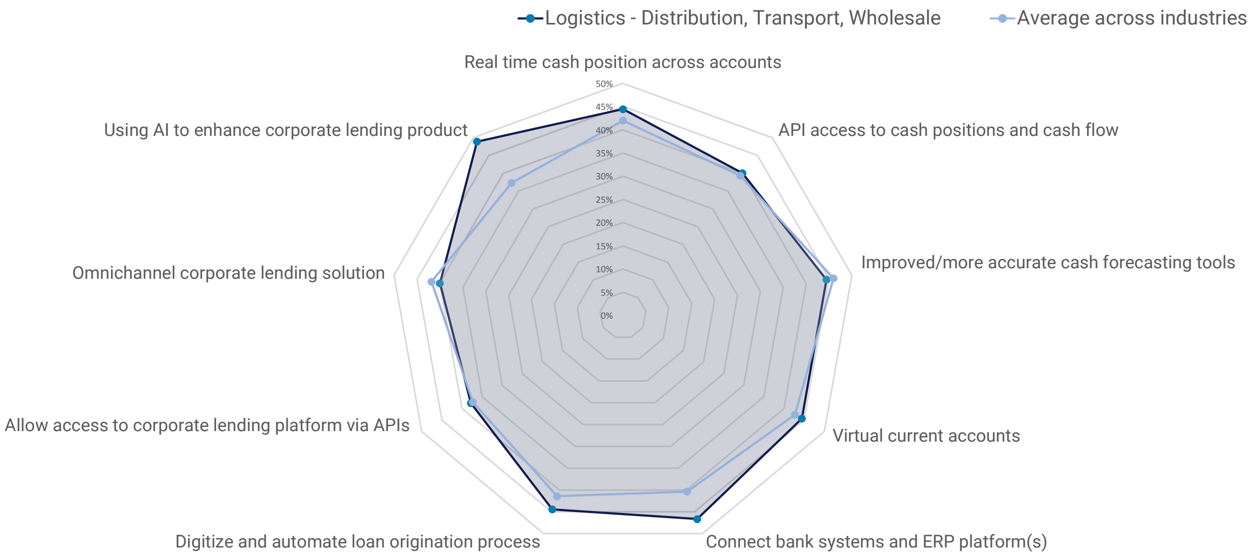
Logistics and Sustainability

In logistics, there is more attention on carbon emission reduction than ever, and the public is increasingly demanding environmentally friendly and sustainable practices from their manufacturers, even when they're outsourcing their shipping needs to third parties.

Fortunately, what's good for sustainability is good for logistics too. Route optimisation is one example – it's used to shorten the distance travelled between deliveries which both cuts down on its carbon footprint on a per-stop basis and it cuts costs too.

Treasury and Cash Management

Logistics: Unmet demand from banking providers

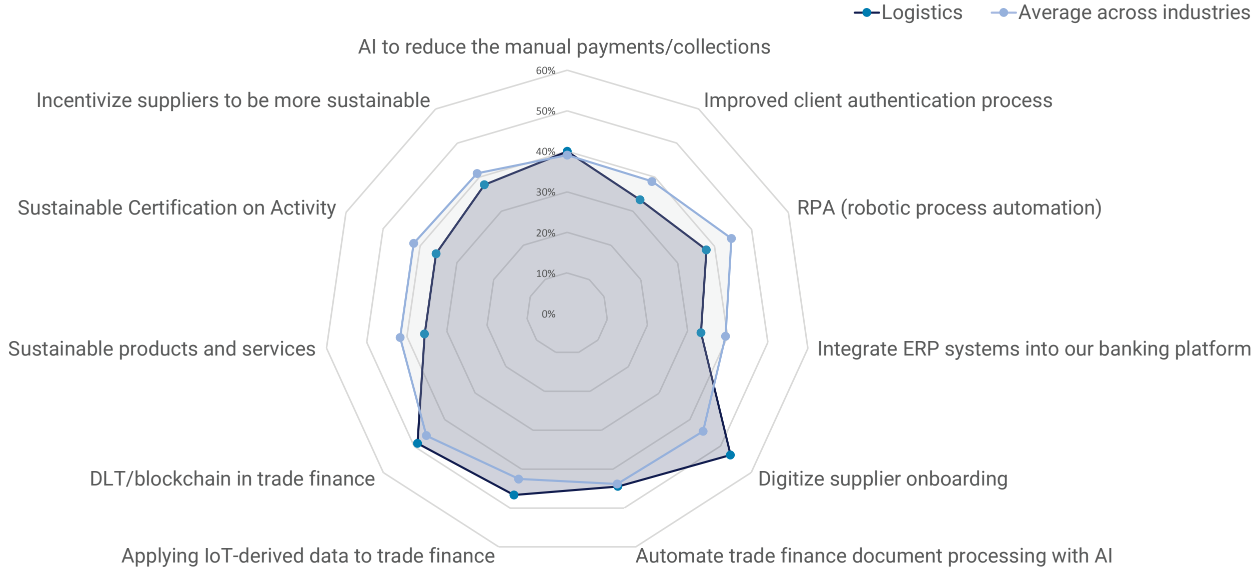


Unsurprisingly, logistics companies are demanding integration between bank systems and ERP platforms, and although this is usually already well baked into a banking partnership, logistics companies are still asking for more.

There's demand for advanced technologies, such as using AI to enhance corporate lending products and the digitization and automation of the loan origination process.

Supply Chain Finance

Logistics: Unmet demand from banking providers



Logistics firms often work with a number of suppliers, so it's unsurprising that the top banking demand that remains unmet here is for the digitization of supplier onboarding.

- Automate trade finance document processing with AI
- Apply IoT-delivered data to trade finance

DLT/blockchain has proven itself a useful tool for tracking the supply chain, so it is logical that this sector is looking to use blockchain technology in its trade finance solutions too.

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TradeWaltz Case Study

Trade is one of the most important beneficiaries of the transition to digitalization. NTT DATA, along with fourteen of Japan's leading companies, has created a new trade ecosystem that is using blockchain technology to make trading operations safer and more efficient.

The digitization of paper trails means a 'ubiquitous original' can be created and shared with all stakeholders in a secure manner.

This benefits everyone in the process. For carriers, the TradeWaltz platform helps reduce the risk of theft whilst also cutting lead time and mailing costs. Insurance companies mitigate the risks of double payment and simplify their documentation. Importers and exporters reduce demurrage and prevent bill of lading crises.

"Digitization technologies are key when it comes to logistics. Tightly integrated technology unlocks the sector, enabling the seamless movement of goods and this requirement for integration extends to banking partners too."

Miguel Mas Palacios, Director - Global Corporate Banking, NTT DATA

INDUSTRY FOCUS:
Retail

Introduction

The COVID-19 pandemic had far-reaching consequences for the retail industry. Closures of physical stores were already in progress as shopping was becoming increasingly digital, but the pandemic has accelerated this to the extent it is causing uncertainty for the future of the in-store experience.

The abrupt shift to online has left many retailers scrambling to create a seamless customer experience across channels. Digital-first and omnichannel retailers have pivoted more easily, but retailers that focus on physical stores and face-to-face engagement over omnichannel strategies have struggled to respond.

In short, there is an existential threat to anyone who prioritizes a bricks-and-mortar business model. But on the other hand, there are now unparalleled opportunities in the digital space for anyone who can navigate the challenges. Key trends in this sector include:

- Digitization of the customer experience
- Digital supply chain
- Changing shopping habits

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Banking technology requirements for Retail

Integration is key when it comes to retail, bringing together suppliers and distribution channels to ensure that customers can buy a store's products whenever and however they wish. Speed is a competitive advantage, so banking services need to keep up in this fast-paced industry. Retailers are increasingly, and somewhat controversially, partnering with fintechs and banks to offer flexible financing options for purchases.

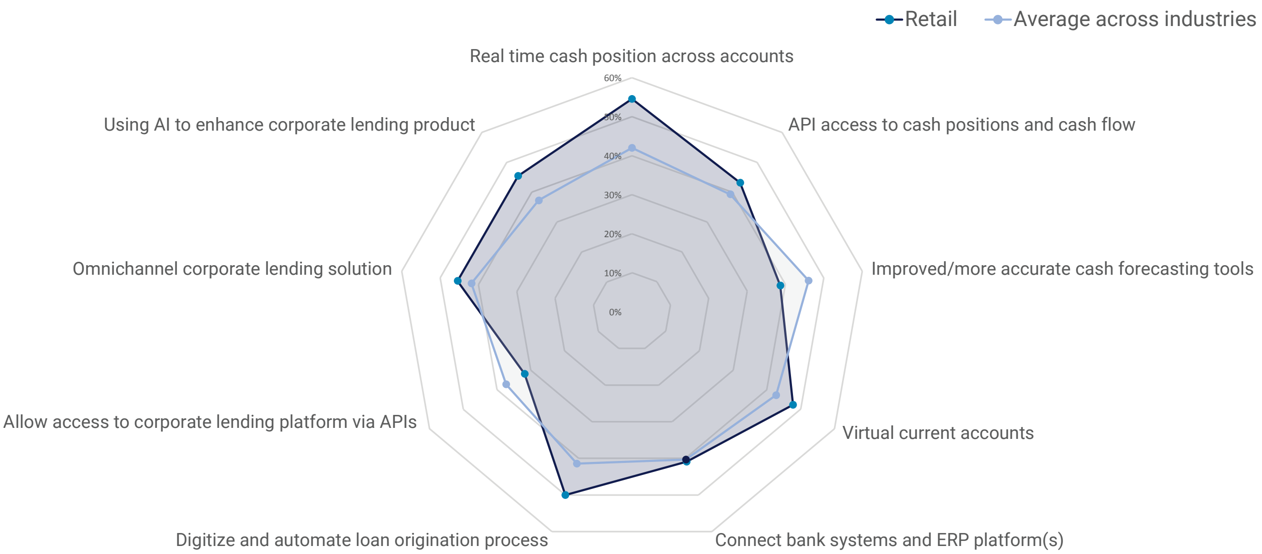
Retail and Sustainability

Across the world, retailers are pressured to reduce their impact on the environment, with a special focus on climate change, biodiversity, and scarce resources. It is estimated that fashion alone accounts for 4 per cent of greenhouse gas emissions.

Consumers are now willing to pay a premium for sustainable products, and there has been a backlash against unsustainably cheap products such as "fast fashion". This sentiment is only accelerating. Brands want to be associated with a positive environmental impact, and banks need to support retailers with their green initiatives.

Treasury and Cash Management

Retail: Unmet demand from banking providers



The biggest requirement is for the visibility of real time cash positions across accounts. This is followed by the digitization and automation of the loan origination process.

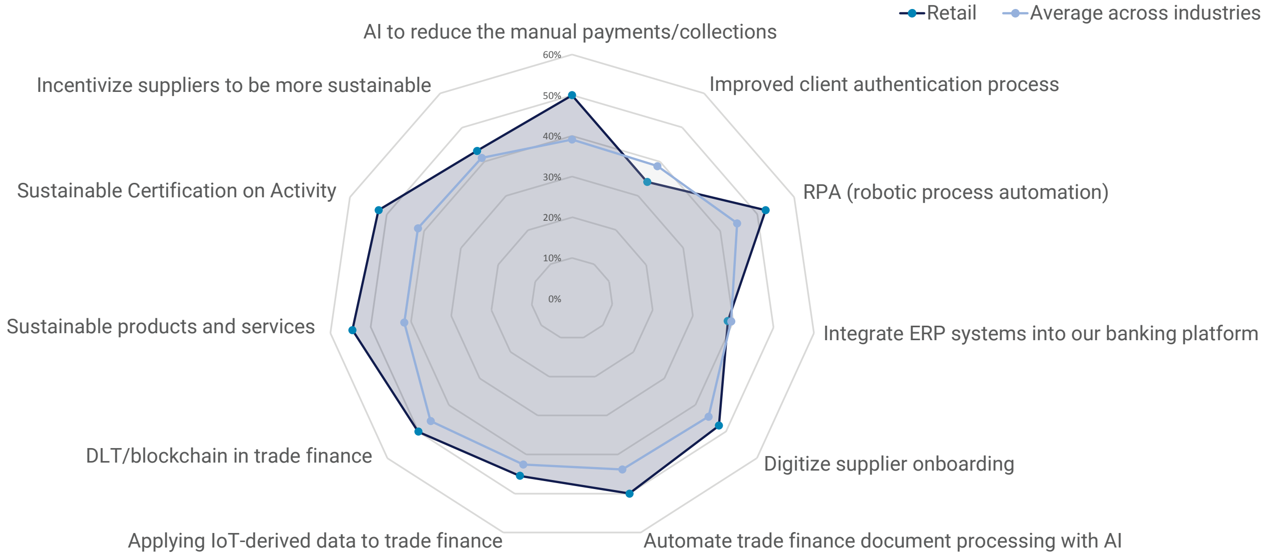
Retailers also have higher than average unmet demand in:

- Using AI to enhance corporate lending product
- Omnichannel corporate lending solutions
- Virtual current accounts
- API access to cash positions and cashflow

> "Integration is key when it comes to retail, and speed is a competitive advantage. Banking services need to keep up in this fast-paced industry, as well as support with its specific ESG requirements, helping large distributors with their financing needs."
>
> **Miguel Mas Palacios,** Director - Global Corporate Banking, NTT DATA

Supply Chain Finance

Retail: Unmet demand from banking providers



In the retail sector there is a very strong demand for certification on sustainability activity from its banking providers, corroborating its overall push towards high ESG standards.

Automation also features strongly, with demand for RPA, automation of trade finance and the use of AI to reduce manual payments/collections.

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CONCLUSION: the corporate bank of the future

We began by reflecting on the challenges of the corporate bank of today, and the increasing velocity of banking across multiple touchpoints. We conclude by considering the bank of the future: how will corporate banking change in the next 10 years?

After all, banks increasingly need to look beyond their traditional balance-sheet-driven business. In the current low-interest era it has become commoditized and offers diminishing returns. Banks need to innovate and iterate on services based on data, creating positive feedback loops as they develop their solutions. They need to take the best parts of fintech and add their experience, maturity, and global reach.

Self-service is the new customer service in the future, as the client mixes and matches the services it needs from a cloud-first ecosystem-oriented model. Banking tools will be integrated into the heart of customer enterprise solutions, and more data-led than ever. This reflects the new role of the future CFO as an analytics-led decision-maker.

Developments in artificial intelligence will mean it takes a front-and-centre role in the future bank. AI-derived technologies such as deep learning, natural language processing, and computer vision deserve particular mention as they will mutually benefit both customers and banks in the coming decade.

For banks, AI-enabled automation of manual processes will be a driver of cost savings. Better use of analytics for upselling and cross-selling will increase revenue opportunities. For the customer, AI advances will lead to better and more personalized service levels, with a frictionless end-to-end digital experience.

Corporates that make the most progress on their ESG efforts will not only reap the rewards from a regulatory and public perception point of view, they will also be able to access more favorable financing. If it isn't already, sustainability will be a board-level consideration 10 years from now.

The bank of the future will be client-led, not product-led.

But ultimately, the glue that will tightly integrate the bank of the future is data. Today, banking data too often sits in siloes. Services are not digitized from end-to-end which creates friction for clients.

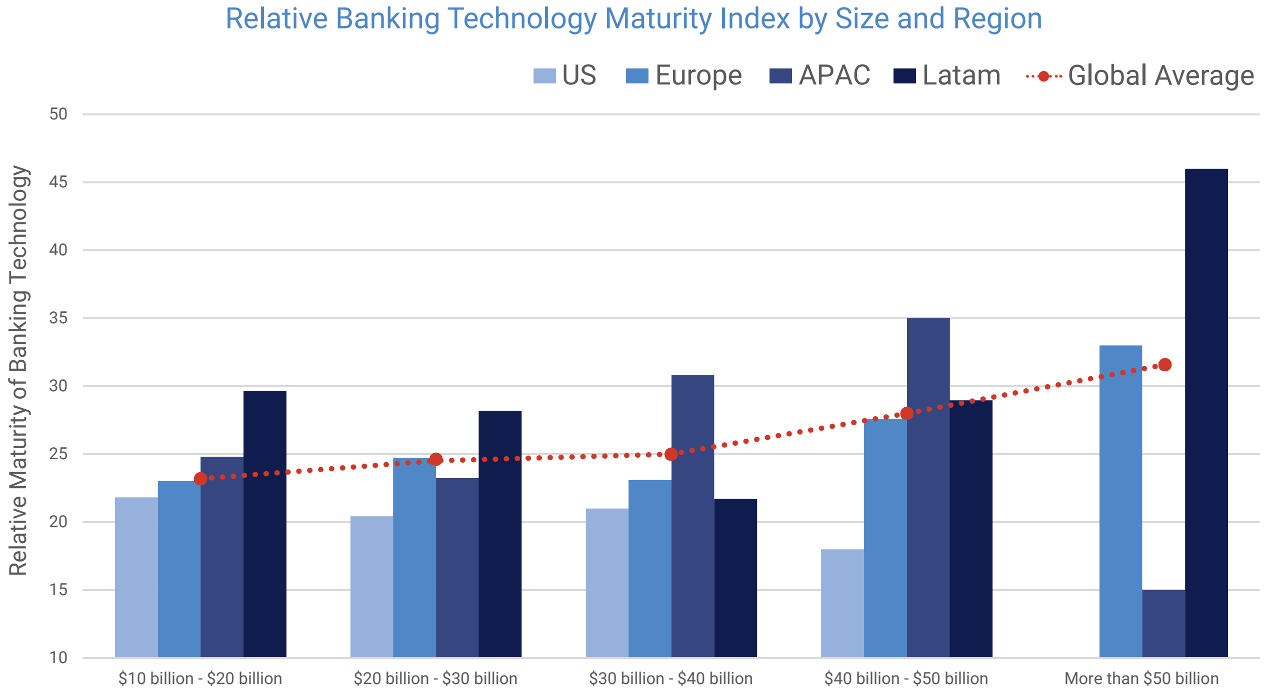
The client-led bank of the future will allow data to flow securely between services, enriched and enhanced by AI. This is what will deliver a customer experience that differentiates banks from today, and what will ensure customer loyalty through a changing banking world.

APPENDIX 1

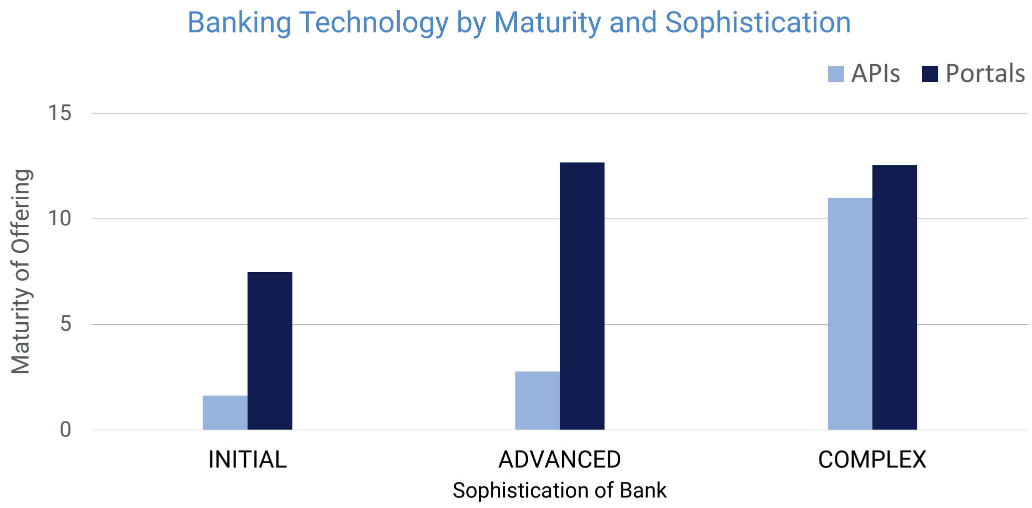
The global landscape for corporate banking

When we consider relative maturity of banking's technical offering, the US lags behind its peers.

In both retail and corporate banking, the US has tracked behind other countries in technology – especially around open banking and standards. Emerging markets are not as held back by legacy.



Banking maturity demands a sophisticated approach, and largely this is driven by the size of the bank, but even smaller players are catching up:



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APPENDIX 2

Research respondents

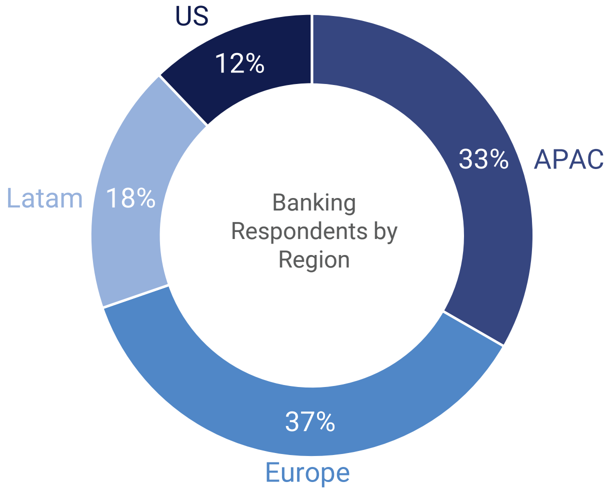
The research was conducted with two sets of questions. On one side were the questions that went to banking respondents to find out about their technology investment and maturity. On the other side were questions directed at corporates to find out their demand for advanced technology.

Banking respondent criteria: Senior decision-makers in the banking/finance sector working for organizations with more than $10 billion+ annual revenue.

Enterprise respondent criteria: Senior decision-makers with responsibility for finance/treasury decision making. Companies with $1 billion+ revenue.

In total, 880 interviews were conducted from 12 different countries split as follows:

Country/market	Enterprise	Banks
Brazil	50	30
Germany	50	30
Indonesia	30	20
Italy	50	30
Japan	50	30
Mexico	50	30
Philippines	30	20
Singapore	30	20
Spain	50	30
Thailand	30	20
UK	50	30
US	80	40
Total	**550**	**330**



BANKS - Further demographic breakdown

Bank Size (revenue range)	Number of respondents
$10 billion - $20 billion	91
$20 billion - $30 billion	100
$30 billion - $40 billion	60
$40 billion - $50 billion	71
More than $50 billion	8

Banks - Number of employees	Number of respondents
100-249 employees	3
250-499 employees	7
500-999 employees	37
1,000-2,999 employees	128
3,000-4,999 employees	120
5,000 or more employees	35

Banks - Position	Number of respondents
Board member; CXO; Director/SVP; senior manager of unit; function or department	172
Departmental or intermediate management	45
Owner; co-owner; partner; CEO; MD; most senior level in the organization	113

Banking Maturity Level (Calculated)	Number of respondents
Initial	95
Advanced	128
Complex	107

CORPORATES - Further demographic breakdown

Corporate Size (revenue range)	Number of respondents
$1 billion - $5 billion	72
$5 billion - $10 billion	45
$10 billion - $20 billion	102
$20 billion - $30 billion	140
$30 billion - $40 billion	108
$40 billion - $50 billion	77
More than $50 billion	6

Corporate - Number of employees	Number of respondents
1,000-2,999 employees	238
3,000-4,999 employees	225
5,000 or more employees	87

Corporates - Position	Number of respondents
Board member; CXO; Director/SVP; senior manager of unit; function or department	302
Departmental or intermediate management	134
Owner; co-owner; partner; CEO; MD; most senior level in the organization	114

ABOUT NTT DATA'S CORPORATE BANKING **PRACTICE**

NTT DATA is a leading IT services provider and global innovation partner headquartered in Tokyo, with business operations in over 50 countries. Our emphasis is on long-term commitment combining global reach with local intimacy to provide premier professional services varying from consulting and systems development to outsourcing.

NTT DATA's Corporate Banking Practice works with industry-leading FSI businesses from around the world, helping to advise them on best practice and how they can develop corporate banking products and services to their advantage.