

# **EUROMONEY**

**Financial Institutions Survey 2026**

## **Pathway: NBFIs x Cash Management**

Final questionnaire

# Contents

|                                       |           |
|---------------------------------------|-----------|
| <b>Privacy Disclosure</b>             | <b>2</b>  |
| <b>Section 1: Personal Details</b>    | <b>3</b>  |
| <b>Section 2: Company Details</b>     | <b>3</b>  |
| <b>Section 3: Your priorities</b>     | <b>5</b>  |
| <b>Section 4: Your providers</b>      | <b>7</b>  |
| <b>Section 5: Rate your providers</b> | <b>8</b>  |
| <b>Section 6: Market view</b>         | <b>10</b> |
| <b>Section 7: Your main provider</b>  | <b>11</b> |
| <b>Section 8: Sign off</b>            | <b>11</b> |

Survey will commence on 26th January 2026. To receive weekly updated, contact [Olga Kontodimou](#).

---

This document covers only the NBFIs × Cash Management pathway. The survey also contains pathways for Banks × Trade Finance, Banks × Cash Management and NBFIs × Trade Finance (NEW). The appropriate pathway will be automatically selected based on the respondent's initial demographic information.

## Privacy Disclosure

Your personal data and the information you provide will be kept confidential, and collected, transferred and/or stored securely in compliance with Euromoney Data [Privacy Policy - Delinian](#).

By participating in this survey, and consenting to share your responses with banking providers, you will help them gain valuable insights which will help to refine their products, enhance technology, and improve client service, ultimately delivering a better experience for you. You may withdraw your consent at any time by contacting [research@euromoney.com](mailto:research@euromoney.com).

Respondents who participate in the survey may be contacted by Euromoney for validation purposes, with survey results, reports, notifications, rankings and invitations to participate in the next edition of the survey or related surveys.

Please click the following boxes if you agree to share the data contained in your response:

By ticking this box, I consent and agree to the collection and use of my survey responses, including personally identifiable information for the purpose outlined above. I understand and agree that my responses may be linked to my identity and used in a manner that may identify me and the company I represent.

By ticking this box, I consent and agree to the collection and use of my survey responses for the purpose outlined above. I agree that the data collected may be used in an aggregated, anonymised form without any personally identifiable information of me, or the company I represent, being disclosed.

<https://www.delinian.com/privacy-policy/>

## Section 1: Personal Details

|           |   |                     |
|-----------|---|---------------------|
| <b>Q1</b> | Full name   | <i>Text</i>         |
| <b>Q2</b> | Work email address  | <i>Text</i>         |
| <b>Q3</b> | What is your role?  | <i>Text</i>         |
| <b>Q4</b> | What activities are you covering?<br><ul style="list-style-type: none"> <li>○ Payments</li> <li>○ Liquidity management (deposits, investment, cash concentration / pooling)</li> <li>○ Trade finance</li> </ul> | <i>Multi choice</i> |

## Section 2: Company Details

|            |   |                      |
|------------|---|----------------------|
| <b>Q1</b>  | Institution name  | <i>Text</i>          |
| <b>Q2</b>  | Type of institution<br><ul style="list-style-type: none"> <li>○ Bank (financial institution with a banking or electronic money license)</li> <li>○ Non-banking financial institution</li> </ul>   | <i>Single choice</i> |
| <b>Q3</b>  | Which describes the best your institution's industry?<br><ul style="list-style-type: none"> <li>○ Asset manager</li> <li>○ Bank owned entities / captive NBFIs of banking groups</li> <li>○ Broker dealer / securities firm</li> <li>○ Hedge funds</li> <li>○ Insurance</li> <li>○ Payment service provider</li> <li>○ Pension fund</li> <li>○ Private equity company / financial sponsor</li> <li>○ Wealth manager</li> <li>○ Other – please specify <a href="#">[text]</a></li> </ul> | <i>Single choice</i> |
| <b>Q4</b>  | Where is the HQ of your institution?<br><a href="#">[selection from drop-down list]</a>   | <i>Drop down</i>     |
| <b>Q5</b>  | Approximately, what is your company's total assets (AUM)?<br><a href="#">[currency converter included]</a><br><ul style="list-style-type: none"> <li>○ Less than \$10bn</li> <li>○ \$10bn - \$50bn</li> <li>○ \$50bn - \$100bn</li> <li>○ \$100bn - \$250bn</li> <li>○ \$250bn - \$500bn</li> <li>○ \$500bn - \$1tn</li> <li>○ \$1tn+</li> </ul>  | <i>Single choice</i> |
| <b>Q6A</b> | What is the scope of your role?<br><ul style="list-style-type: none"> <li>○ Global</li> <li>○ Regional</li> <li>○ Domestic</li> </ul>   | <i>Single choice</i> |

**Q6B** Your office location:  
[selection from drop-down list]

*Drop down*

Highlighted choices which will trigger this pathway.

## Section 3: Your priorities

### Q1 How important are the following products and services to your business?

*1 to 10 slider*

[Rate each from 1 (low) to 10 (high). Option for each sub-category: currently not using this set of products]

If response in Section 1 / Q4 is **Payments** (will be displayed in alpha order)

- Card issuance
- Cross border payments offering
- Digital wallets
- Direct debits
- Domestic payments (ACH, RTGS, etc.)
- Domestic real-time / instant / immediate payments
- Mobile Payments
- Payments FX services
- Real-time cross-border payments
- Tokenised / on chain settlement (incl. stablecoins)
- Virtual cards

If response in Section 1 / Q4 is **Liquidity**:

- Cash concentration structures (sweeping, zero balancing accounts, multi-currency concentration)
- Deposits
- Green / sustainable deposits
- Investment tools
- Money market funds
- Notional pooling
- Virtual accounts

### Q2 Which of the following products and services are you planning to start / increase using in the next 12-18 months?

*Multi choice, optional*

If response in Section 1 / Q4 is **Payments** (will be displayed in alpha order)

- Card issuance
- Cross border payments offering
- Digital wallets
- Direct debits
- Domestic payments (ACH, RTGS, etc.)
- Domestic real-time / instant / immediate payments
- Mobile Payments
- Payments FX services
- Real-time cross-border payments
- Tokenised / on chain settlement (incl. stablecoins)
- Virtual cards

If response in Section 1 / Q4 is **Liquidity**:

- Cash concentration structures (sweeping, zero balancing accounts, multi-currency concentration)

- Deposits
- Green / sustainable deposits
- Investment tools
- Money market funds
- Notional pooling
- Virtual accounts

---

**Q4**    **How important are the following criteria when selecting your provider?** *1 to 10 slider*

*[Rate each from 1 (low) to 10 (high)]*

- Advisory capabilities
- Domestic capabilities
- Finance and credit availability
- International (Cross Border) capabilities
- Overall relationship
- Price
- Product offering
- Provider reputation
- Risk appetite
- Software and technology

---

**Q5**    **What is the approximate average monthly spend across all your providers for [pathway name], including fees, interest and other charges?** *Single choice, drop down*

*Incremental bands for selection from 0 USD to 5,000,000 USD+*

## Section 4: Your providers

|           |   |                                |
|-----------|---|--------------------------------|
| <b>Q1</b> | How many providers do you use?<br>○ 1, 2, 3, 4, 5, 6 or more  | <i>Single choice</i>           |
| <b>Q2</b> | Please list them in order of priority<br>○ Principal (main) bank [pre-defined drop down]<br>○ Secondary bank [pre-defined drop down]<br>○ Third bank [pre-defined drop down]<br>○ Fourth bank [pre-defined drop down]<br>○ Fifth bank [pre-defined drop down]   | <i>Drop down</i>               |
| <b>Q3</b> | In which region(s) are you using each of the banks? Think about all your Cash Management activities, including domestic and international.<br>For regional and global respondents only.<br><br>○ North Africa<br>○ Sub-Saharan Africa<br>○ North Asia<br>○ Central Asia<br>○ South Asia<br>○ ASEAN<br>○ Greater Bay<br>○ Oceania<br>○ Central & Eastern Europe<br>○ Nordics<br>○ Western Europe<br>○ Latin America<br>○ Middle East<br>○ United States<br><br>Note: response to this question will inform how global providers' assessment will be applied to regional rankings | <i>Multiple choice</i>         |
| <b>Q4</b> | Are you planning to make any changes to the number of providers in the next 12-18 months?<br>○ Increase number of providers<br>○ Remain the same<br>○ Rationalise providers   | <i>Single choice, optional</i> |
| <b>Q5</b> | What is the approximate spend share for [provider name], across your total [pathway name] spend, including fees, interest and other charges?  | <i>Number, percentage</i>      |



## Section 5: Rate your providers

**Q1.1** On a scale of 0 to 10, how likely are you to recommend [provider name] to a peer or another organisation like yours? *1 to 10 slider*

**Q1.2** Rate each of your providers by competence in the following sectors *1 to 10 slider*  
 [Rate each from 1 (low) to 10 (high). Option for each sub-category: not applicable]

**Q1.2.1. Product offering:**

[Only products which received a score for Priority in Section 3 / Q1 will be displayed. For currencies, these are displayed as "currently used" is ticked in Section 3 / Q4]

If response in Section 1 / Q4 is **Payments**:

- Card issuance
- Cross border payments offering
- Digital wallets
- Direct debits
- Domestic payments (ACH, RTGS, etc.)
- Domestic real-time / instant / immediate payments
- Mobile Payments
- Payments FX services
- Real-time cross-border payments
- Tokenised / on chain settlement (incl. stablecoins)
- Virtual cards

If response in Section 1 / Q4 is **Liquidity**:

- Cash concentration structures (sweeping, zero balancing accounts, multi-currency concentration)
- Deposits
- Investment tools
- Money market funds
- Notional pooling
- Virtual accounts

**Q1.2.2. Client service:**

- Advisory services
- Compliance, due diligence and KYC process
- Customer onboarding
- International capabilities
- Overall relationship
- Performance of client service manager
- Price
- Reputation

**Q1.2.3. Technology capabilities:**

- Connectivity (SWIFT, host-to-host, APIs)
- Digital banking functionality
- Digital banking user experience

- Financial crime prevention
- Sanctions screening (speed / accuracy)
- Security
- Software tools

---

|           |   |                               |
|-----------|---|-------------------------------|
| <b>Q2</b> | If response in Section 1 / Q4 is <b>Payments</b> :<br><b>What is the approximate percentage split of your average monthly outgoing payments volume by provider?</b> | <i>Number,<br/>percentage</i> |
|-----------|---|-------------------------------|

## Section 6: Market view

If response in Section 1 / Q4 is **Payments**:

- |           |   |                                |
|-----------|---|--------------------------------|
| <b>Q1</b> | <b>What is the approximate average monthly number of outgoing payment transactions processed across all your providers?</b><br>In this context, volume refers to the number of transactions.  | <i>Number</i>                  |
| <hr/>     |   |                                |
| <b>Q2</b> | <b>How do you expect your payments volume to evolve in the next 12-18 months?</b> <ul style="list-style-type: none"> <li>○ Increase by more than 10%</li> <li>○ Increase by 0-10%</li> <li>○ Remain the same</li> <li>○ Decrease by 0-10%</li> <li>○ Decrease by more than 10%</li> </ul> | <i>Single choice, optional</i> |
| <hr/>     |   |                                |
| <b>Q3</b> | <b>Are you currently using any non-traditional providers (e.g. payment service providers, fintechs, neobanks, blockchain-based networks) for payments or settlement, and for which specific use cases?</b>  | <i>Text, optional</i>          |

## Section 7: Your main provider

|           |  |                           |
|-----------|--|---------------------------|
| <b>Q1</b> | What does [your main provider] do particularly well? Where does it stand out?  | <i>Text,<br/>optional</i> |
| <b>Q2</b> | Which enhancements or new capabilities introduced by [your main provider] in the past 12 months have made the greatest difference to your day-to-day operations? | <i>Text,<br/>optional</i> |
| <b>Q3</b> | How could [your main provider] improve the products and services they offer to your business?  | <i>Text,<br/>optional</i> |

## Section 8: Sign off

As a thank you for participating in this survey, you will receive a set of reports derived from this research and other relevant materials.

[tick box] Yes, please send me relevant materials once available.

Thank you for the participation!

# **EUROMONEY**