

**EUROMONEY**



**Euromoney Corporate Banking  
Cash Management Survey 2026**



Final methodology document.

Latest updated: March 2026.

# Intelligence that drives action



## Defending margins amid shifting revenue pools

We provide independent, comparable financial performance benchmarks so you can pinpoint underperformance, defend market share and reallocate resources effectively.



## Losing visibility into the sentiment shaping client decisions

Our large-scale, industry-wide and global independent satisfaction data uncovers what clients value, enabling you to address pain points, strengthen relationships and capture greater wallet share before competitors do.



## Targeting investments that accelerate competitive advantage

Our capability benchmarking identifies concrete strengths, weaknesses and maturity gaps, giving you hard evidence to guide investment, modernise platforms and accelerate product differentiation.



## Differentiating in a fast-expanding and highly competitive market

Our rigorous, methodology-driven certification provides independent proof of excellence, helping you demonstrate leadership, strengthen client trust and differentiate meaningfully from competitors in crowded markets.

## How your subscription helps your organisation

### C-suite

**Independent benchmarking to validate and steer strategy**

Benchmark financial performance, products and service capabilities against peers to validate your strategic direction or justify recalibration.

### Product & Department Heads

**Sharper product positioning backed by comparative intelligence**

Identify where your products and services lead the market or lag peers to focus investment, refine product strategy and strengthen competitive positioning.

### Sales & Relationship Managers

**Insights that enhance client conversations**

Understand client priorities and perception of your services to showcase strengths versus competitors, grow wallet share and target improvements that sustain performance.

### Marketing & Communications

**Credible proof points to elevate brand and differentiation**

Leverage independent benchmarking and client feedback to amplify your strongest capabilities, sharpen differentiation in competitive markets.



# Euromoney Client Sentiment

## **Hear your clients. Meet their needs.**

Client Sentiment research captures the voice of your clients through comprehensive surveys from thousands of corporates, institutions, and high net worth individuals. This intelligence delivers a clear picture of how your services are perceived, validates your strengths, and uncovers areas for improvement. With actionable feedback, you can enhance relationships and align your strategy with client expectations.

# 45,000+ respondents across 3 studies

EUROMONEY

## World's most comprehensive **corporate banking** satisfaction studies

### Cash Management Survey

- Coverage: all corporates, including small, medium and large corporates
- Geographic coverage: all continents, 120+ countries
- Data collection method: digital survey

**30,000 corporates**

### Trade Finance Survey

- Coverage: all corporates, including small, medium and large corporates
- Geographic coverage: all continents, 90+ countries
- Data collection method: digital survey

**13,000 corporates**

### Financial Institutions Survey

- Coverage: NBFIs (insurance, asset managers, brokers, PEs, funds, fintechs, PSPs, etc.) and institutions with a banking licence
- Geographic coverage: all continents
- Data collection method: digital survey

**2,000 institutions**

# 2026 CM Survey: Detailed Methodology

## Applies for: **Corporate** respondents

“Corporate” respondent definition:

A corporate respondent is defined as a non-financial commercial organisation that utilises bank-provided cash management, payments, liquidity and treasury services to support its operational and strategic financial activities. This includes companies operating across sectors such as, but not limited to: manufacturing, energy, technology, consumer goods, healthcare, infrastructure, transport, telecommunications, etc. Banks and non-bank financial institutions (NBFIs) are captured separately under the [Financial Institutions Survey](#).

Overall scores calculation:

Across all drivers an average is calculated per provider per corporate. Averages will determine a ranking for client service, product, technology and an overall ranking in each geographic position for each provider. If multiple respondents (with the same role – global, regional, domestic) are completing the survey on behalf of the same corporate, their assessment is averaged (simple average). Annual sales /turnover in USD is used to segment the market into: large, medium and small corporates, with the following weights: x10 for large corporates, 5x for medium corporates and 1x for small corporates.

Geographic definition:

Following classification is used:

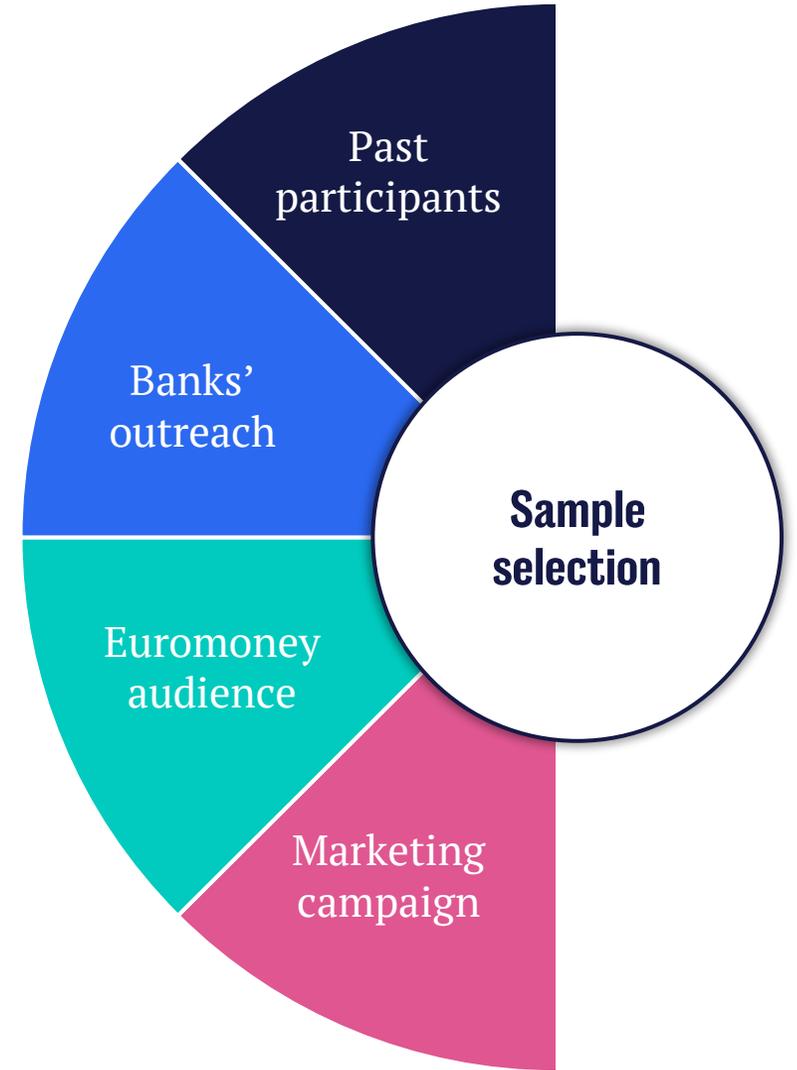
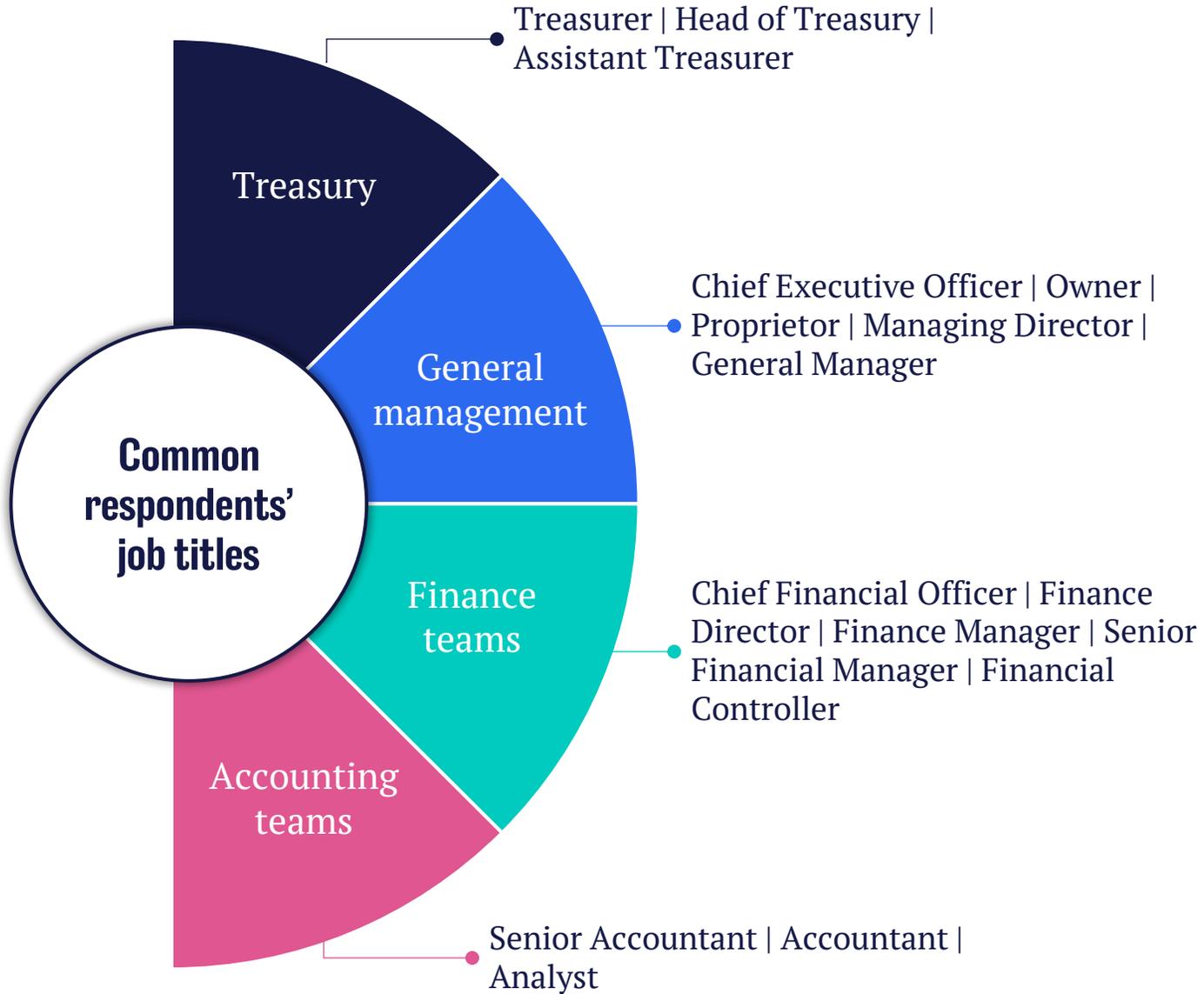
- Global rankings: 0.5x regional respondents are considered for the global rankings, 1x global respondents;
  - Regional rankings: 0.5x domestic respondents in that geography, 1x regional respondents, 1x global respondents who are using the provider in the geography.
    - The latter is determined through Q3 in Section 4: “*In which region(s) do you use each of the banks? Think about all your Cash Management activities, including domestic and international.*”
    - Africa takes into consideration all providers used for activities in North Africa and Sub-Saharan Africa
    - Asia Pacific takes into consideration all providers used for activities in North, Central, South and East Asia and Oceania
    - Europe takes into consideration all providers used for activities in Central & Eastern and Western Europe
    - Latin America, Middle East and North America do not have any sub-regional splits
  - Domestic respondents are only considered for national / regional rankings.
- Section 1 / Q4.2 – “*Country you oversee*” – determines the country of the respondent.

Qualifying criteria:

For the global rankings, a ranked provider requires a significant number of votes (generally 5%) coming from respondents in at least 2 different regions.  
For the regional ranking, a ranked provider requires a significant number of votes (generally 5%) coming from respondents in at least 2 different countries in that region.

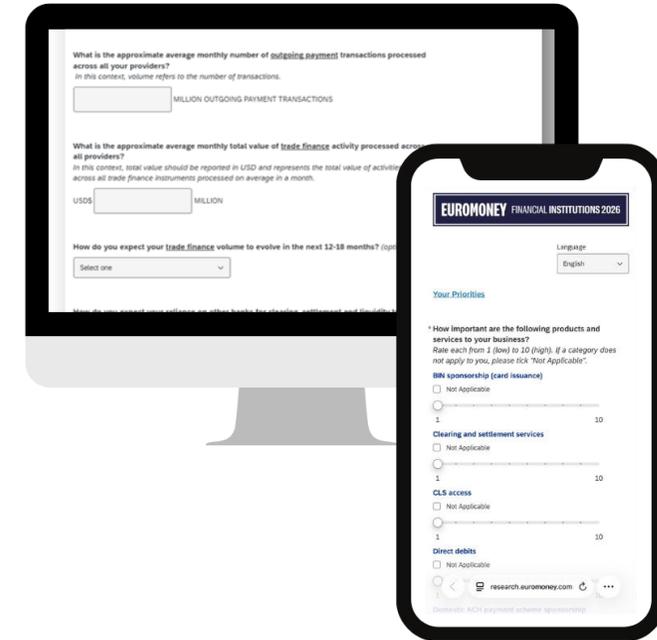
List of all rankings:

Top Cash Management Providers for corporates: global, 6 regions\*, national / territorial rankings\*  
Note (\*): sample dependent



# Digital survey: in the office and on the go

- Respondents can begin the survey on web, **switch seamlessly** to mobile and return to web at any time
- This reflects Euromoney's investment in 2025 in a user-first, **digitally native experience** designed to make participation simple and intuitive
- Data is captured real-time, even when survey is in progress
- Euromoney **runs a weekly reporting process to participating banks**, sharing insights about participating clients
- Recommended time to complete a survey: **20 minutes**
- In 2025 the average respondent took the survey in multiple sittings, **averaging 34.21 minutes**, split on average across **7.9 days**



Surveys translated in **22 languages**:



Arabic | Bulgarian | Chinese (Simplified) | Chinese (Traditional) | Croatian | Czech | French | German | Greek | Indonesian | Italian | Japanese | Korean | Polish | Portuguese | Romanian | Serbian | Spanish | Thai | Turkish | Ukrainian | Vietnamese

# Expected output on euromoney.com

Available with your  
Corporate Banking subscription

Need a subscription?

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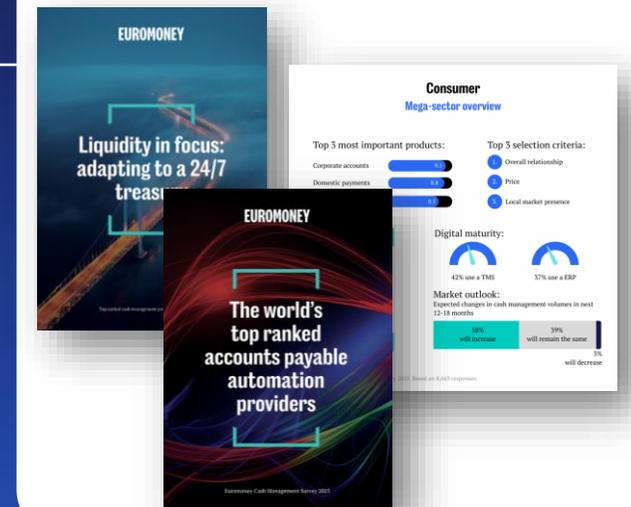
## Rankings at global, regional and national / territorial level

In 2025 Euromoney Cash Management Survey reached 30,000 corporate treasurers across 123 countries. Their assessment covered 486 cash management providers.



## Deep-dive reports covering key insights from the study

Corporates' assessment translated into best practices, strategic priorities, expectations, outlook and adoption of fintech and paytech solutions.



# Client at Risk Dashboard & Profiles

- Identify clients showing **early warning signals of dissatisfaction** and act quickly
- The dashboard highlights accounts at risk so Sales & RM teams can protect relationships
- Updates delivered as quick as **every 2 weeks** during the fieldwork period or at the end of field, along with other elements of the data package

Activate the Client at Risk Dashboard:

✉ [Arun.Ghudial@euromoney.com](mailto:Arun.Ghudial@euromoney.com)

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Cash Management 2026 Survey

**Client at Risk Profile**  
Confidential. Internal only. Created for: [YOUR BANK]

**Company name:** [COMPANY NAME]

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**Respondent information:**

Respondent job title: Head of Treasury  
Netherlands  
Global

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More than \$1bn  
Transportation  
Estonia  
Parent company

---

management spend: 1,000,000 - 2,000,000 USD  
e next 12-18 Increase by 20%

---

on of [YOUR BANK]: 25%  
[YOUR BANK] Decrease flows by 10%+  
7 - Passive

---

ion:

	3
	3
adership	6
	2
	4
	6

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Cash Management 2026 Survey

**Client at Risk Dashboard**  
Confidential. Internal only. Created for: [YOUR BANK]

Surveys completion window: 30-Mar-2026 to 10-Apr-2026  
Summary dashboard. Please refer to the following pages for client-specific details. The figures below cover the entire Client at Risk population. Client profiles have been created only for respondents who agreed to disclose their responses to third parties.

**Client at Risk signals:**

*Expected changes in cash management spend:*

Clients looking to decrease spend with [YOUR BANK] by over 10%	15
Clients looking to decrease spend with [YOUR BANK] by 0%-10%	10
Clients looking to increase spend with [YOUR BANK]	2

**Client satisfaction:**

Clients which offered at least a score of 7.00 or below across quality metrics 22

**Areas of least satisfaction:** # corporates with a satisfaction of 7.00 or lower

Overall relationship	10
Domestic payments	8
Customer on-boarding incl. KYC	8
Security, incl. financial crime prevention	5
Virtual accounts	5

**New Promoter Score:**

*Overall NPS:*

Clients with a "detractor" score	18
Clients with a "passive" score	20
Clients with a "promoter" score	4

*In which areas could the bank enhance its offering or services to better support your future treasury priorities?*

"Their channel services for automation (API, h2h) should work much more customer self-driven, now to add simple new accounts to existing structures takes a long time and effort"

# Your bespoke benchmarking report

- Comprehensive insights into corporates' preferred banking partners, priorities and perception of your bank versus peers
- Fully **bespoke** analysis aligned to your strategic objectives
- Executive-level insights available in the **Spotlight Report**

Learn more:

✉ [Arun.Ghudial@euromoney.com](mailto:Arun.Ghudial@euromoney.com)



## Corporates' satisfaction with product offering

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Rate each of your providers by competence in the following sectors [rate each from 1 (low) to 10 (high)]

Driver	Bank A		Bank B		Bank C		Bank D		Bank E		Bank F		Bank G	
	25	24	25	24	25	24	25	24	25	24	25	24	25	24
Corporate accounts	8.59	8.04	8.32	7.6	7.98	7.72	8.19	7.13	8.37	8.74	8.18	8.18	8.55	7.34
International payments	8.75	8.97	8.53	7.8	8.26	7.73	8.33	7.98	8.63	9.2	8.32	8.65	8.73	7.72
Domestic payments	8.39	8.46	8.13	8.38	7.53	7.89	7.55	7.43	8.04	8.85	7.88	8.71	7.82	7.35
Foreign exchange	8.64	8.96	8.42	7.83	7.9	7.48	8.42	7.18	8.52	8.29	7.73	8.1	8.14	7.54
Collections	8.42	8.9	8.1	8.27	7.57	7.37	7.72	7.73	7.55	8.68	8.66	7.95	8	7.92
Treasury and trade financing	7.53	8.18	7.32	8.24	7.11	7.77	7.09	7.81	8.36	9.01	7.33	8.9	6.33	7.3
Liquidity management	7.48	8.46	6.7	7.92	6.44	7.25	6	7.67	6.53	8.58	5.33	8.67	6.33	7.81
Receivables automation	8.23	8.71	8.22	8.04	7.5	7.5	8.21	7.15	8.04	8.41	7.88	8.86	7.6	7.51
Payables automation	7.53	8.59	6.8	8.12	6.56	7.72	7.08	7.62	8.33	9.2	8.28	7.97	6.33	7.21
Corporate cards	7.79	8.16	7.41	7.93	6.96	7.61	7.7	8.06	7.75	8.26	7.3	8.2	7	7.57
Virtual accounts	7.96	8.61	8.27	7.77	6.94	7.69	6.79	7.21	7.83	8.8	7.4	8.48	6	7.36
Investment tools	8.6	-	8.5	-	7.4	-	6.4	-	8.3	-	9.1	-	5.6	-
Merchant services	9.4	-	8.45	-	4.32	-	5.67	-	8.1	-	7.4	-	7.3	-

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## Global footprint: top providers used in each region

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In which region(s) are you using each of the banks? Think about all your Cash Management activities, including domestic and international. (For regional and global respondents only)

Region	Corridor usage: 24%	Market penetration
North Africa	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%
Sub-Saharan Africa	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%
Latin America	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%
Central & North America	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%
Central Asia	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%
South & East Asia	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%
Oceania	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%
Western Europe	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%
Central & Eastern Europe	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%
Middle East	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%	Bank A: 35%, Bank B: 22%, Bank C: 21%, Bank D: 15%

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## Reasons to look for other providers

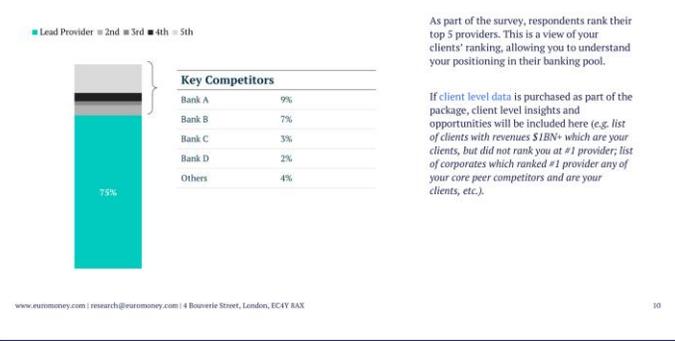
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How could (insert your bank name) improve the products and services you offer to your business? [rate] [optional]

Service reliability	"Day-to-day execution is generally solid, but we occasionally experience delays in certain markets—more consistency would go a long way."
Product gaps	"We're still sourcing liquidity solutions, including virtual accounts, from other banks—those are areas where we'd like to consolidate with you."
Technology offering	"The platform does the basics well, but we'd benefit from more self-service options and better API coverage."
Cost, pricing, fee structure	"The fees feel a bit opaque at times—more transparency and flexibility would help in justifying wallet allocation."
Innovation lag	"We've seen other banks bring newer solutions to market faster—it would be great to see you take a more proactive lead here."

## Relationship depth overview

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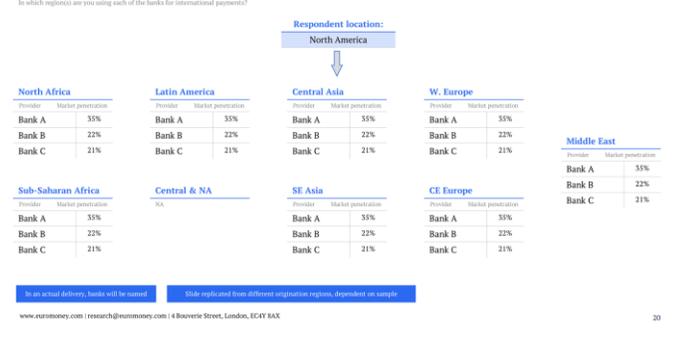


As part of the survey, respondents rank their top 5 providers. This is a view of your clients' ranking, allowing you to understand your positioning in their banking pool.

If client level data is purchased as part of the package, client level insights and opportunities will be included here (e.g. list of clients with revenues \$1BN+ which are your clients, but did not rank you at #1 provider; list of corporates which ranked #1 provider and are your core peer competitors and are your clients, etc.).

## Top providers for international payments (originated from NAM)

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## International payments: main used corridors

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## Volume changes expectations

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# Your **bespoke** benchmarking report

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This report is built bespoke for you. Suggestions of customization include:

By company size	By company demographics	By geography	By providers used	By company name
<p>Data segmentation using company size, with following thresholds available:</p> <ul style="list-style-type: none"><li>• Less than \$10MM</li><li>• \$10-50MM</li><li>• \$50-250MM</li><li>• \$250-500MM</li><li>• \$500-1BN</li><li>• More than \$1BN</li></ul>	<p>Based on the role of the treasurer:</p> <ul style="list-style-type: none"><li>• Domestic</li><li>• Regional</li><li>• Global</li></ul> <p>Based on the ownership of the company:</p> <ul style="list-style-type: none"><li>• Parent company</li><li>• Treasury centre</li><li>• Subsidiary of a foreign company</li><li>• Subsidiary of a domestic company</li></ul> <p>Based on industry classification</p>	<p>Based on:</p> <ul style="list-style-type: none"><li>• Respondent location</li><li>• Company HQ</li><li>• Regions which the treasurer are covering</li></ul>	<p>Based on:</p> <ul style="list-style-type: none"><li>• Corporates which are using you</li><li>• Corporates which are using you and a selection of peer banks</li><li>• Corporates which are using your peer competitors, but not you</li></ul>	<p>Based on a <a href="#">target market</a>, selected by yourself, through bucketing each of the participant in the study, as required</p>

Sample permitting, any combination of the above is possible

# Client Profiles

## Euromoney's most advanced client insights

- Access **responses** from participating corporates, providing **direct visibility** into their feedback and assessment of your bank and your peers
- Data available in **PDF, Excel** or other preferred formats, delivered **~6 weeks** after the end of fieldwork

Learn more:

✉ [Arun.Ghudial@euromoney.com](mailto:Arun.Ghudial@euromoney.com)

The image displays a collage of several client profile reports generated by Euromoney. Each report is a detailed document containing various sections:

- EUROMONEY** logo and survey title: "Cash Management 2026 Survey Client profile, Confidential/Internally".
- Company information:** Includes company name, respondent information (job title, location, role), regions covered, and company details (turnover, industry, HQ, ownership type).
- Respondent priorities (products):** A list of services such as Corporate cards, Domestic payments, International payments, Investment tools, Liquidity management, Merchant services, Payables and receivables automation, Transactional foreign exchange, and Virtual accounts, each with a score.
- Key selection criteria for a new cash management provider:** A table with scores for various criteria like History and thought leadership, Finance and credit, International capabilities, etc.
- Spends across all cash management providers:** Data on monthly average spend and changes expected in the next 12-18 months.
- Regions the bank is used for international payments:** A list of global regions with 'X' marks indicating usage.
- Assessment of client service:** A table with scores for international capabilities, local market presence, overall relationship, and risk.
- Assessment of technology capabilities:** A table with scores for digital banking functionality and user experience, security, and connectivity.
- Future technologies:** A section detailing the bank's plans for various future technologies.
- Reason for using FinTechs / PayTechs:** A list of reasons such as Better digital user experience, More transparent pricing, and Stronger API integration.
- Usage of tokenised instruments:** Information on whether the bank issues tokenised instruments and the reasons for using them.
- Usage of crypto exchanges:** Information on whether the bank uses crypto exchanges and the reasons for using them.