



Dbriefs

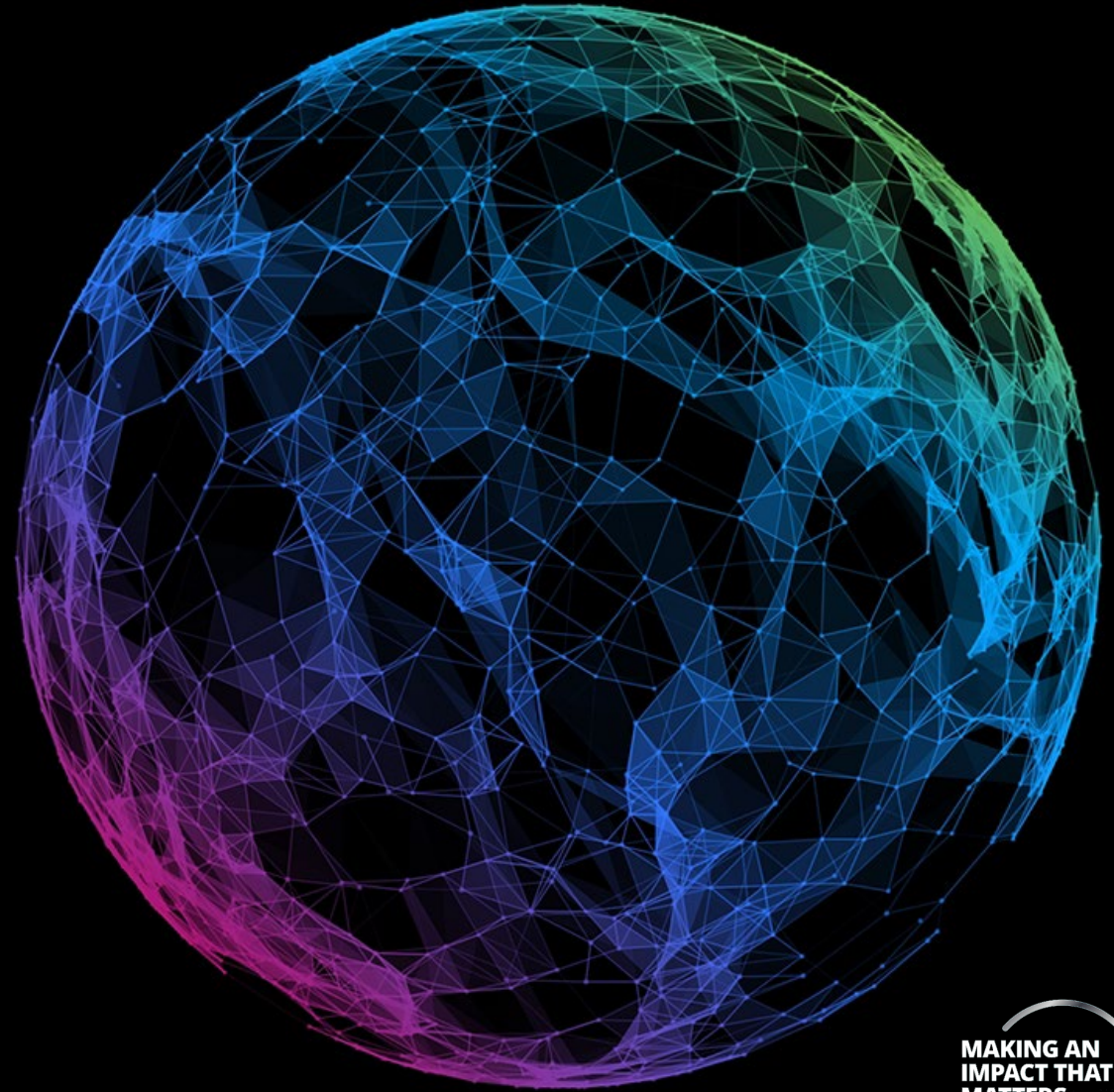
Strategy to execution: Unlocking digitized and data-driven payments

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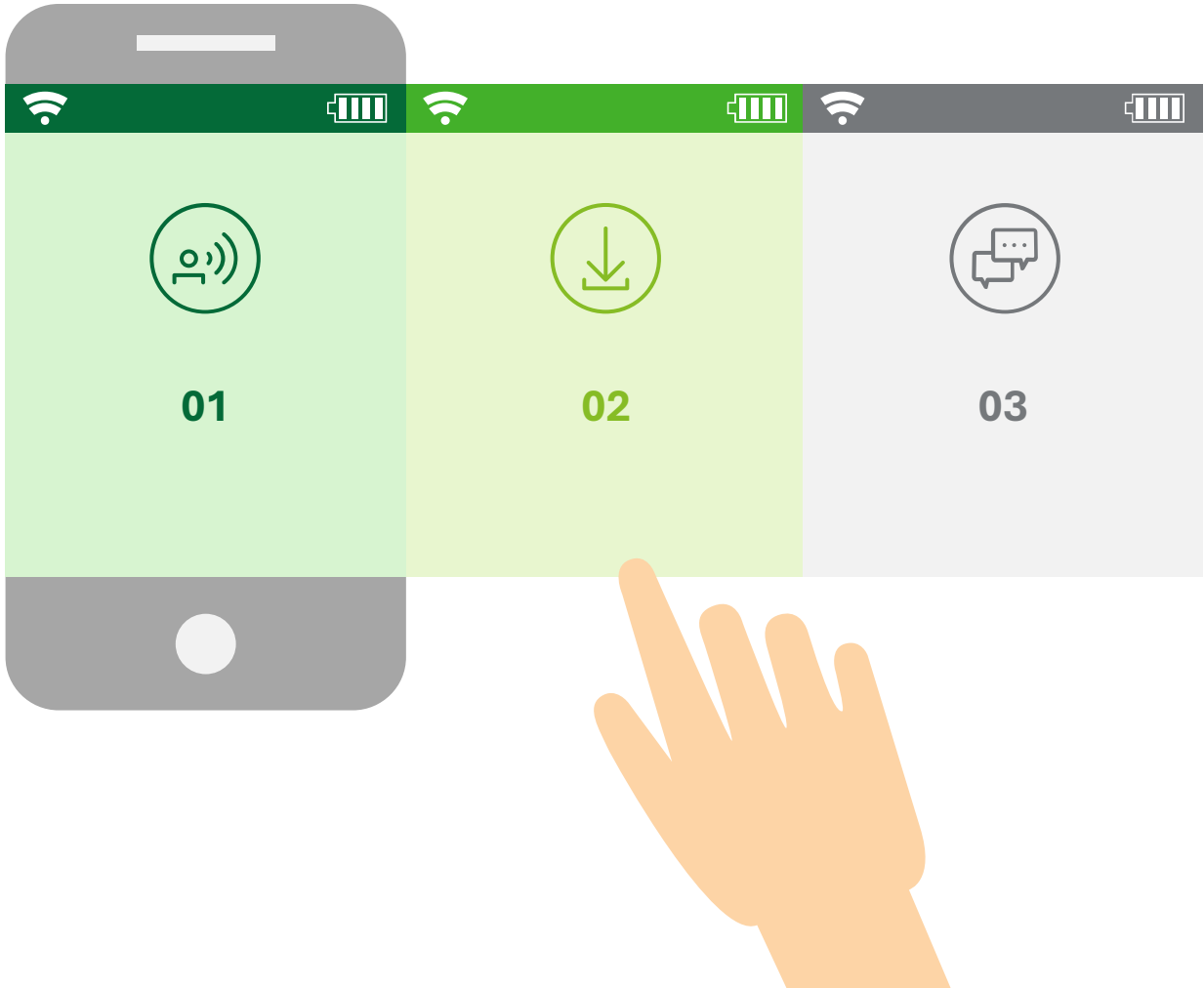
August 12, 2025



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01



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03



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Agenda




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1. Strategic value: ISO 20022 migration and data importance

ISO 20022 migration, benefit, and data dependency

As the ISO migration deadline draws near, the significance of data becomes crucial for a smooth transition of payment systems. It is imperative to implement effective data management practices and a uniform strategy within the organization to enhance payment processing and operational efficiencies.

ISO 20022 overview		Data dependency and payment implication	
<div>Timeline and impacts</div> <div></div>	<ul style="list-style-type: none">• November 2025 ISO deadline is for financial institutions (FIs) and doesn't directly impact corporates, but this varies by bank.• Integration of data-rich format will impact enterprise resource planning (ERP) and treasury management systems (TMS), highlighting the criticality of global payment requirements and data integrity.	<ul style="list-style-type: none">• ISO20022 data requirements: Successful migration dependent on understanding of additional required data for payments and how it flows through the entire company.• Data shortcomings: Quick fixes and patches can create a larger operational impact down the road if there isn't a comprehensive approach to data management.• Jurisdictional and industry-specific data needs: Tailored plan required to facilitate data compliance and approach in gathering and storing data.• New ISO formats and data fields: Consideration in planning for data requirements to enable flexibility to build on existing data structure to meet new format needs.• Company-wide data integration and bank engagement: Input from all parties necessary to apply consistent data reflection and usage across the organization.	
<div>Benefits</div> <div></div>	<ul style="list-style-type: none">• Additional fields to capture remittance details and allow for robust data analysis to be performed.• Interoperability that allows for improved reporting and real-time tracking of cash positions.		
<div>IT/AP/Treasury alignment</div> <div></div>	<ul style="list-style-type: none">• Methodology for managing and updating data across the organization to identify and address any gaps.• Master data management and ownership for all payment activity and account details.		

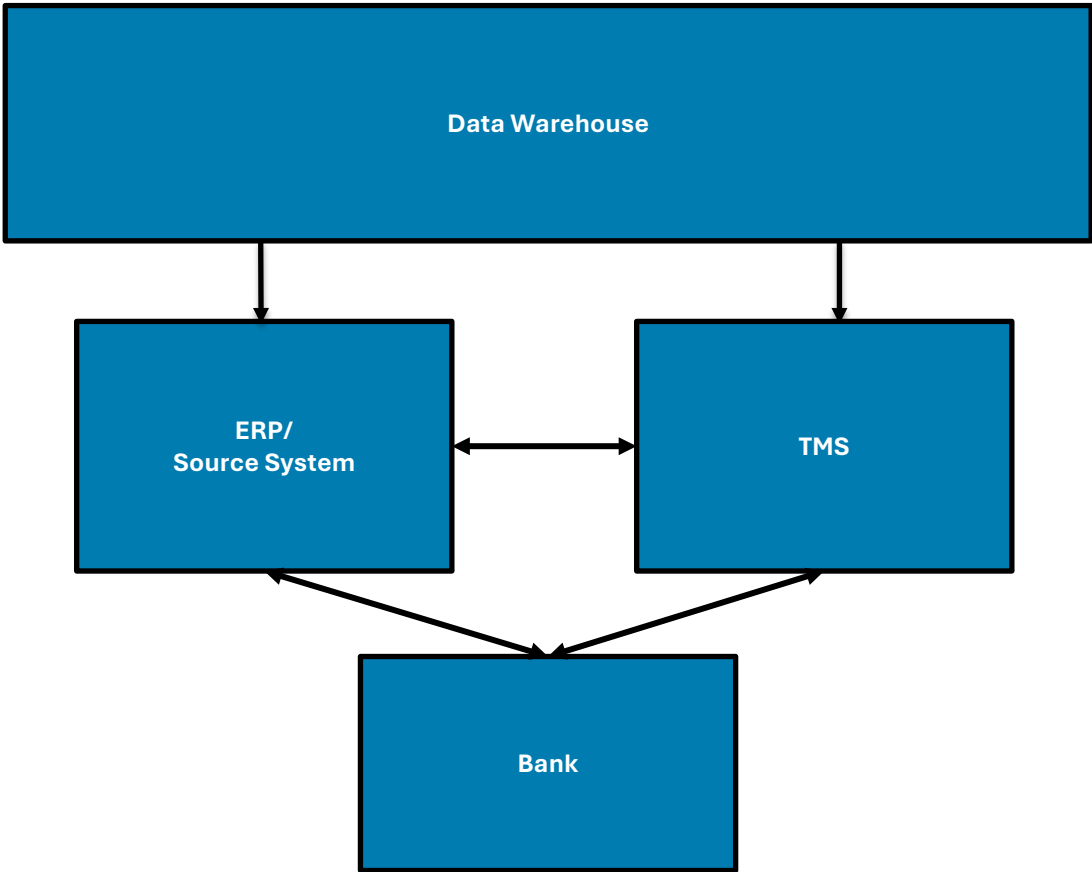
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Payment data importance and technology reliance

ISO 20022 aims to enable organizations to impact strategic decision-making by leveraging the vast amounts of data generated from these payments. However, the successful utilization of this opportunity relies on a thoughtful approach and the intelligent application of technology, particularly in an area that has not traditionally been regarded as strategic.

Reliance on technology and data structure



Payment data highlights: ISO formats

Payment file structure example:

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  <BtchBookg>false</BtchBookg>
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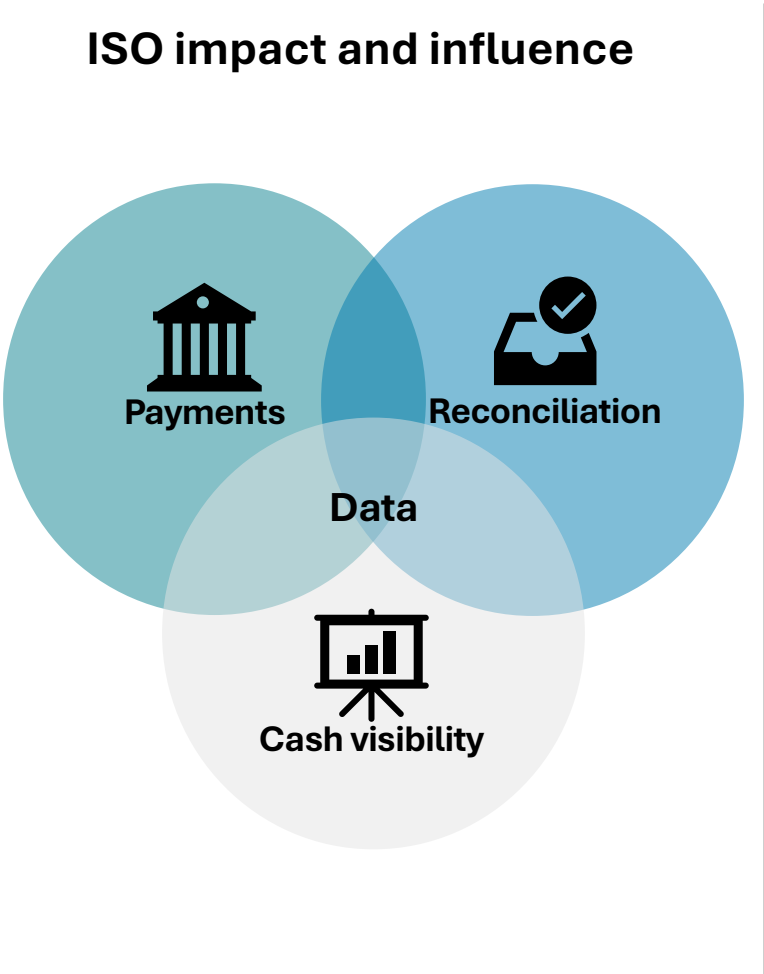
Payment file data inputs

- New ISO payment formats are being rolled out, necessitating extra data.
- Additional payment tags are being incorporated to improve the richness and detail of payment files.
- The new ISO formats require certain data fields to comply with sanctions and banking regulations for different payment types.
- Data remains essential, and it is anticipated that upcoming payments will require more details.

Pain.001.001.03 → Pain.001.001.09

ISO data dependency and operational benefits

Data plays a crucial role in ensuring the smooth operation of processes and facilitating payments that carry comprehensive details. This information circulates throughout the organization, leading to time savings and benefits such as lower payment fees, precise cash visibility, and streamlined reconciliation, which aids in quicker financial closing. Ultimately, the foundation of these advantages lies in data and payment management.



Payments

- Readable formats and clear utilization of data
- Batching of different payment types
- Unique IDs to track end-to-end
- Controls and fraud

Cash visibility

- Enhanced and detailed reporting
- Insights for liquidity planning
- End-to-end transparency

Reconciliation

- Simplified month-end close
- Automated matching of payments to invoices and accounts
- Standardization of the data to remove inconsistencies

Payment data examples

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  </DtIs>
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        </CdOrPrtry>
      </Tp>
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</RmtInf>
```


2. Survey insights: ISO 20022 and emerging instrument adoption

ISO 2022 adoption

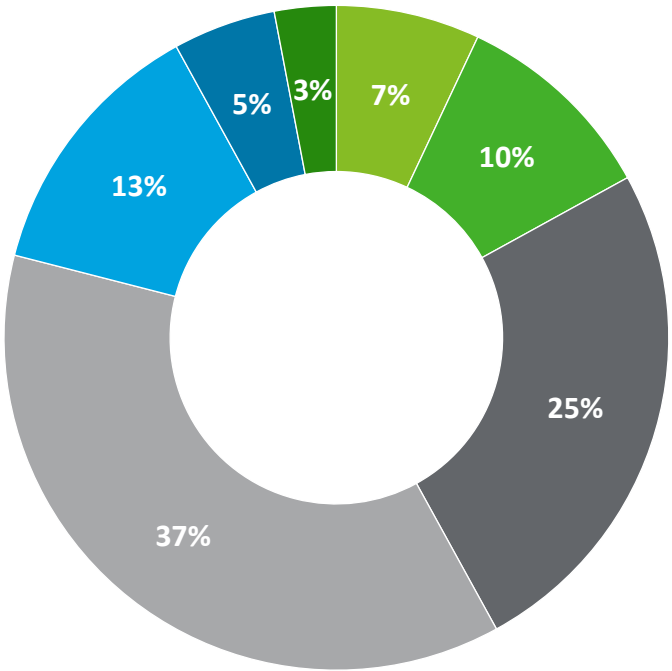
ISO 2022 adoption



Most companies have not started to assess the impact of ISO 2022 adoption or are aware of external drivers for ISO implementation. For banks, the transition from Mobile Terminated (MT) messages has been SWIFT mandated with the consequences being that certain MT messages will not be supported after the deadline of November 2025.

To date, many banks are not pushing customers to adopt ISO 2022 formatting and are likely to continuing converting legacy formats for their clients as a service. However, a time may come where the ISO 2022 mandate expands to include commonly used corporate formats and limits the ability of banks to convert, like the evolution experienced with SEPA compliance.


In the interim, for those clients who have converted, we do see the benefits of the consistent format and enriched data tags supporting and streamlining their daily processes as seen in our experiences servicing clients.



- Assessed impact on ERP system
- Assessed impact on treasury management system
- Have not started to assess impact
- Not sure
- Started/completed adoption using treasury management system
- Started/completed adoption via bank solution
- Started/completed adoption using third-party software solution


Payment instrument adoption

Majority of surveyed corporations do not plan to adopt new payment instruments within the next year, continuing to operate using legacy payment formats through SWIFT or host-to-host connections. Many companies make their payments using wires, the most expensive electronic method, and several still make payments through checks. Depending on the market size and industry of the company, there may be varying levels of ability to impact the collections behaviors of suppliers and less so the payments behaviors of customers.




Real-time payments

- Real-time payments surveyed to be most likely payment instrument to be adopted in the next year
- Impetus for adoption with FedNow¹ launch in 2023
- Will allow companies to move from inefficient payment methods and speed up collections
- Real-time payments can help improve liquidity management, instant invoicing, and real-time financial visibility



Digital and mobile payment networks

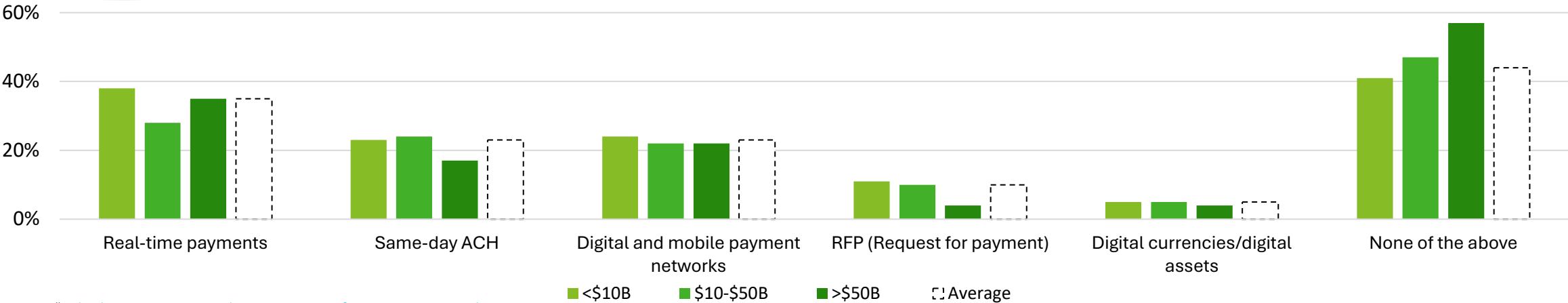
- Adoption typically customer-driven
- Payments and collections through these platforms do not typically sit with treasury
- Potential for payments efficiencies and increased sales/collections by adopting



Digital currencies/digital assets

- Notable reluctance to adoption
- Currently does not fit in several organizations' risk tolerance
- Companies have adopted a "wait-and-see" attitude amid an uncertain regulatory environment

% Implementing new payment instruments within one year by company size





3. Data-driven payment analysis and strategic opportunities


Payment data analysis and opportunities


Examining current data offers significant insights into aspects that can be standardized, as well as revealing opportunities for a company to shift toward new payment products. These products can deliver enhanced data while addressing the needs of clients, vendors, and consumers, all while enabling cost reductions.




Strategic opportunities

New payment types and products

Market insights and trends

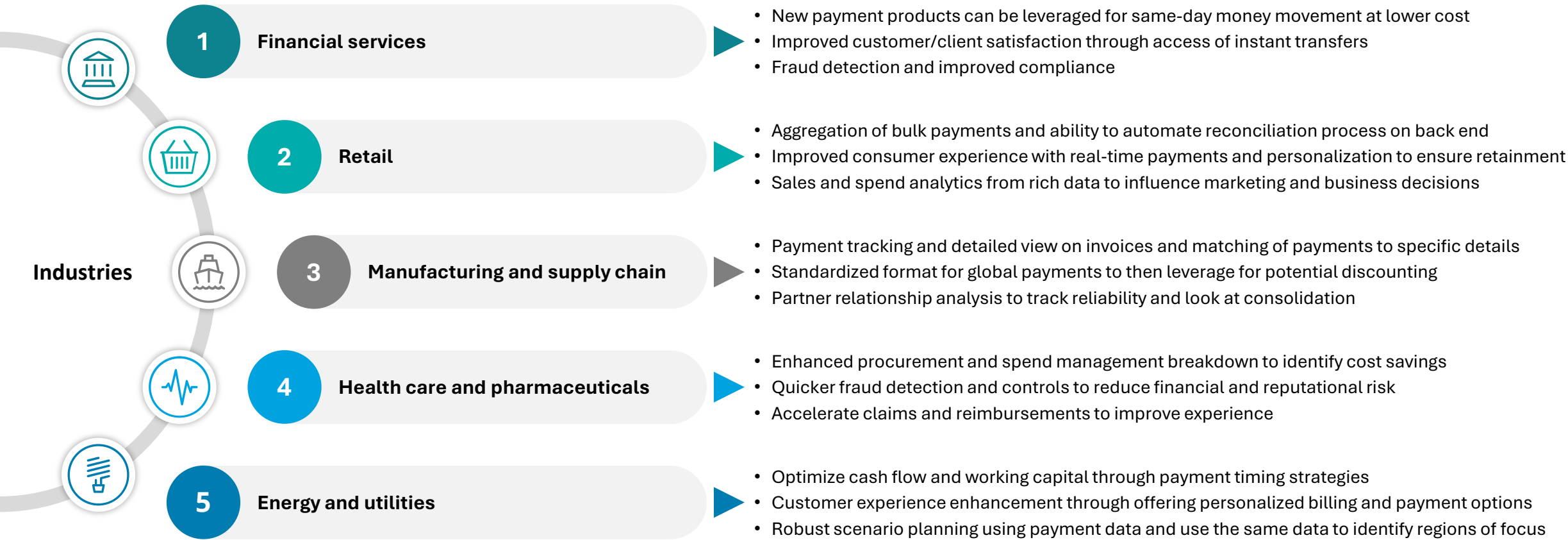
Enhanced customer experience

KPI tracking and benchmarking

Analysis themes	Data/criteria to review	Opportunities/approach
<div><h2>Regions/countries</h2></div>	<ul style="list-style-type: none">Where are payments initiated fromRegulatory restrictions for the region/countries and nuancesCurrencies, clients/vendors, payment types, etc.	<ul style="list-style-type: none">Identify trends for regions/countries where payments are increasing or decreasing and the associated payment instrument used<ul style="list-style-type: none">View into current transaction costs to see if better options existStandardize formats across banks/countriesExisting payment data highlights gap in master data that may be required for new/different payment instruments<ul style="list-style-type: none">Standardize data retention/requirements to provide flexibility and adaptability for existing or new instrumentsQuicker implementation of payments and ability to leverage standard system configuration for paymentsIdentify new payment instruments to leverage for a bank/country/region that enhance customer experience<ul style="list-style-type: none">Quicker payments to clients/vendorsData-rich formats that allows clients/vendors to know purpose of payment and match to expect invoices, etc.
<div><h2>Banks</h2></div>	<ul style="list-style-type: none">Footprint and payment products usedBanking details captured for each country and accountReports and details provided back	
<div><h2>Volume and purpose</h2></div>	<ul style="list-style-type: none">Frequency of payments made from country/bankNumber of payment files sent for account/bank/countryPurpose of payment method leveraged	

Data analysis to industry opportunities

Examining current data offers significant insights into aspects that can be standardized, as well as revealing opportunities for a company to shift towards new payment products. These products can deliver enhanced data while addressing the needs of clients, vendors, and consumers, all while enabling cost reductions.



4. Trends and future of payments

Trends and outlook

Innovative payment solutions are emerging that aim to utilize data-rich formats; however, there are also emerging payment products that may not offer the same level of detailed information but offer other benefits. These products have the potential to transform the corporate payment landscape by enabling 24/7 settlements and simplifying the execution process. This has garnered heightened interest and investment from both fintech companies and banks.

Instant/real-time payments



More countries rolling out real-time payments globally.



Use of ISO will help adoption and interoperability.



Increased payment limits leading to more corporates adopting.



New use cases for consumers and corporates continue to emerge.

Stablecoin payments



SMEs are starting to leverage stablecoins for settlements.



Quicker and instant settlement including cross-border.



Regulatory clarity and fintechs heavily leaning into this product.



High adoption in emerging markets to combat currency volatility.

Tokenized deposits



Major banks expected to announce their own products.



Programmable money within defined networks offering new capabilities.



Competitor to stablecoin offerings for institutional and retail payments.



24/7 settlement for payments including domestic and cross-border.

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Polling question #1



How is your company addressing the ISO migration?

A

Internal “Lift and Shift” with a focus on meeting minimum viable product (MVP)

B

Internal transformation to address data and format changes from ERP → TMS

C

Third-party “Lift and Shift” with a focus on meeting MVP

D

Third-party transformation to address data and format changes from ERP → TMS

E

Other

F

Don’t know/not applicable



Polling question #2



Has your organization started the ISO migration, and does it include bank reporting and other messages as well?

A

Yes – Started ISO migration and have completed it just for payments

B

Yes – Started ISO migration, but the process is still ongoing just for payments

C

Yes – Started ISO migration and have completed it for payments and bank reporting

D

No – Not started ISO migration, but plan to kick off before end of 2025 for payments only

E

No – Not started ISO migration, but plan to kick off before end of 2025 for all messages

F

No – Not sure where to start on ISO migration efforts

G

Don't know/not applicable



Polling question #3



What payment products is your organization considering or has already implemented? (Select all that apply)

A

Real-time payments

B

Stablecoins

C

Digital assets

D

Request for payment (RFP)

E

Deposit tokens and/or bank-issued stablecoins

F

None of the above

G

Don't know/not applicable



Polling question #4

 Does your organization perform periodic review on payment usage and what products might be better to leverage?

A

Yes

B

No

C

Don't know/not applicable



Polling question #5

 Do you think your organization would adopt a new payment solution that demands less data than ISO?

A Yes

B No

C Unsure

D Don't know/not applicable





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