Thailand

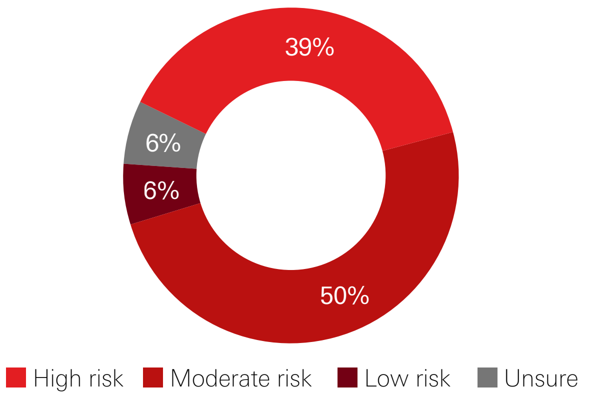
Managing treasury through volatile markets was the priority

AI adoption in Thailand is taking place often through enterprise productivity suites designed to improve efficiency across multiple functions at the same time, according to participants at the meeting.

Enthusiasm for the technology was strong, with 95% of those present stating that they expected AI to be either extremely or very useful in the next three years. “By leveraging historical data and behavioural patterns, AI can meaningfully improve cash planning accuracy and even enhance how we respond to client queries in real time. This saves a lot of manual manpower for us,” explained one.

While there was curiosity around agentic AI, participants generally viewed it as having limited real-world deployment to date. Integrating AI with existing systems was the biggest hurdle according to 78% of participants. “The biggest challenge is not the AI technology itself, but how to integrate it effectively into our existing systems and ensure that our teams are familiar and comfortable enough to use it,” explained one.

How do you perceive the risk level of digital currencies in treasury?



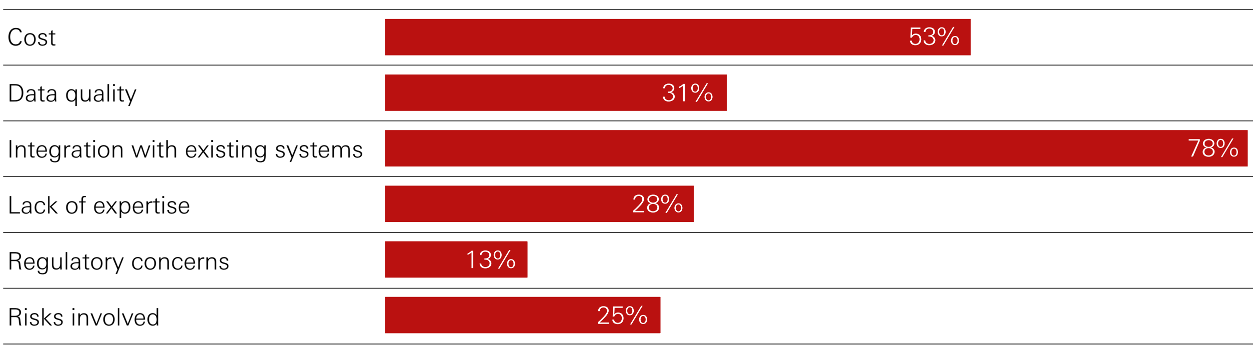
95% Of treasurers expect AI to be extremely or very useful in the next three years

Digital asset adoption lags that of AI and Thai regulations do not permit the use of stablecoins for retail payments. Despite this, 21% of those polled considered it very likely that they will use digital currencies in the next two years, and a further 35% thought it somewhat likely. “Policy and compliance are key to the decision whether to adopt tokenisation or stablecoins,” explained one participant. The use of tokenised deposits will depend on clear commercial benefits and practical support for key corridors, such as that between Thailand and Singapore.

Global geopolitical uncertainty was seen to have increased complexity in treasury planning in Thailand, particularly for corporates with multi-country operations. Key impacts included heightened cash-management risk, supply-chain disruption and cost volatility. Participants voiced concern about receivables behaviour, refinancing and loan maturity management and forecast accuracy, a reflection of the country’s relatively slower growth rate. It is, therefore, no surprise that participants rated managing treasury in a volatile FX and interest rate environment 4.41 out of five as a priority, well ahead of return on capital or expansion into new markets. It’s clear that global developments, and their impact on Thailand’s currency and rates, are still top of mind.

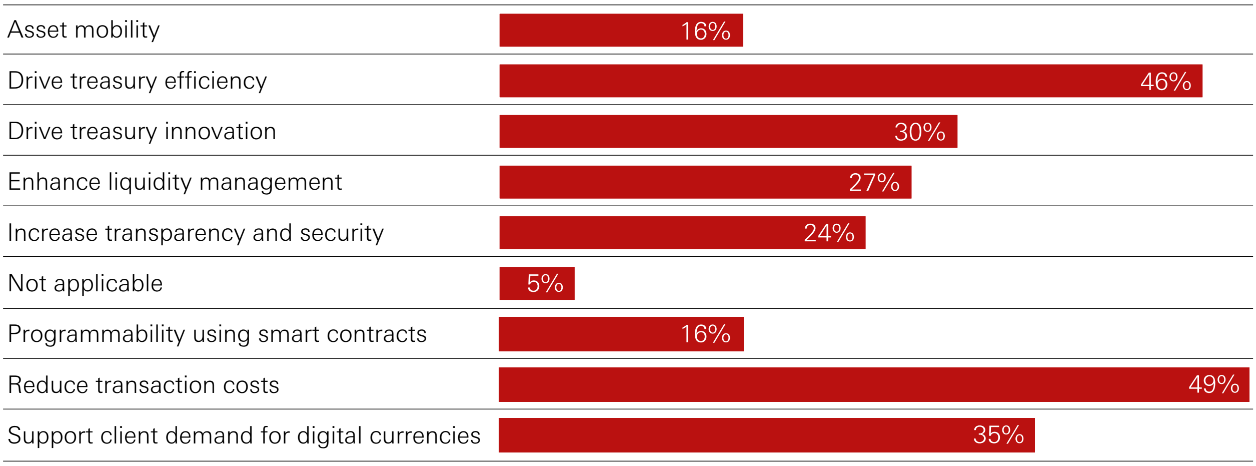
> **“The biggest challenge is not the AI technology itself, but how to integrate it effectively into our existing systems and ensure that our teams are familiar and comfortable enough to use it.”**

What are the key hurdles to adopting AI in your treasury?

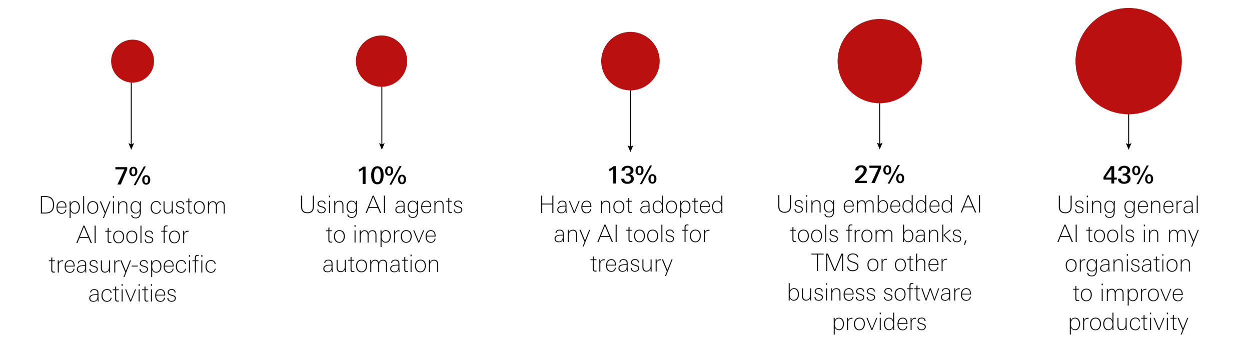


Thailand

What could be some of the reasons for you to adopt digital currencies?



Which of the following best fits the AI strategy within your treasury?

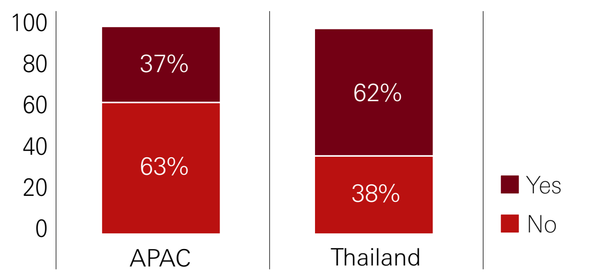


Outlier: Pace of adoption

One theme came through strongly from all the meetings and that was dissatisfaction with the pace at which treasury was adopting AI compared with other parts of each business. On average, 63% of those polled believed that treasury was a laggard in this regard, and in some jurisdictions this number was even higher, reaching 86% in Japan, 79% in Australia and 77% in Korea. Thailand and Indonesia were the only two markets where participants thought that AI adoption was keeping pace with 62% in Thailand and 60% in Indonesia agreeing with the statement.

While Thai participants seemed happy with the pace at which they were adopting AI within their firms, they were not particularly satisfied with how to find the right technological solutions and then to harness them. When asked about the biggest challenges in realising their vision of real-time treasury 47% of participants stated that it was securing budget approval for system costs while 41% pointed to difficulty in finding technology that aligns with their needs.

Is treasury keeping up with the pace of AI adoption within your broader organisation?



Upgrading technology was also a crucial part of improving treasury security: 53% of those polled saw it as the most important factor. They viewed the threat of cybercrime and fraud at 8.1 out of 10 and said that more sophisticated fraud schemes were emerging, making robust verification processes and internal controls critically important.

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