FIS Cash Management Report

Unlocking an intelligent finance function through connection, access and trust



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Foreword

Ask a finance leader today whether they trust their organization's cash position, and most will say yes. Ask them how quickly they can prove it, and the answer changes.

Across the U.S., UK and Singapore, senior finance leaders at large organizations were asked how they experience cash and liquidity management today, how confident they are in their view of cash, how quickly they can establish that view, and what stands in the way of using it to support faster business decisions.

The findings reveal finance functions operating under growing pressure. Nine in ten leaders are confident in their organization's view of available cash, yet finance teams spend more than two working days each week gathering, reconciling and validating cash data before it can be shared with senior stakeholders. Only 5% can produce a trusted view instantly.

At the same time as market volatility and global events are impacting corporates, the role of finance is expanding. Leaders are expected to provide faster answers on liquidity, improve forecasting, optimize working capital and support increasingly strategic decisions about where capital should be deployed and when it will be available. Now as technology further evolves, they are also being asked to play a leading role in the adoption of AI. These expectations are exposing underlying limitations in the financial infrastructure that supports them.

Large organizations rarely operate from a single source of financial data. Instead, information is typically distributed across multiple ERP platforms, treasury systems, banking relationships, legal entities and regional operations. Finance teams can produce the answers the business needs, but doing so often depends on skilled teams consolidating fragmented data sources and translating them into a consistent, usable view.

This matters because the opportunity cost is growing. Time spent producing and validating the financial picture is time that cannot be spent forecasting, modelling risk, analyzing working capital or identifying where cash can be put to better use.

AI adds new urgency. Access to more data alone will not make finance more intelligent. Financial information must be connected, contextualized and governed so that both people and technology can interpret and use it with confidence.

The research points towards a clear priority for finance leaders: creating intelligent, trusted financial infrastructure that can interconnect and contextualize financial data, provide greater real-time visibility and give finance more capacity to turn information into action.



Survey Methodology

FIS commissioned a quantitative research study, conducted by Opinium between 25 June and 4 July 2026. The survey included 300 treasury, finance and accounting decision-makers at Senior Director level or above, working for organizations with annual revenues exceeding £250 million. Respondents were evenly distributed across the U.S., UK and Singapore, providing a balanced view across the three markets.

Chapter 1: The headline numbers

Six figures capture the central challenge facing finance leaders. Confidence in cash visibility remains high but producing and validating that view still depends on significant manual effort. At the same time, pressure is growing to modernize systems, reduce fragmentation and prepare finance for greater automation and AI.

91%
are confident their organization has an accurate view of available cash

17.3 hrs
spent every week validating cash data before it reaches senior stakeholders

73%
feel pressure to deploy AI before their data foundations are ready

37%
cannot produce a real-time view of that cash without significant manual work

97%
feel accountable for cash and liquidity outcomes they don't fully control

43%
say a single real-time view of cash would most improve how they manage it



Chapter 2: Finance's expanding footprint

Finance is taking on a broader role within the enterprise. Beyond its traditional responsibilities, the function is increasingly expected to provide rapid liquidity insights, strengthen forecasting, optimize working capital and equip senior leaders with the financial intelligence needed to make strategic decisions.

The scale and complexity behind those responsibilities is significant.

Organizations surveyed have finance functions averaging 248 employees, supporting 12 legal entities, 11 banking relationships and 9 core finance, treasury, ERP or payments systems. On average, these businesses operate across 10 countries.

For large organizations, complexity is unavoidable. Multiple entities, banking relationships, jurisdictional cash and regulatory requirements plus multiple technology platforms are part of operating at scale. The challenge for finance is connecting that environment to the degree required to establish a consistent view of cash, particularly free-cash-flow availability.

The research shows how this complexity differs between markets. UK organizations support the most legal entities, with 14 on average compared with 12 in Singapore and 11 in the U.S., while 44% in the UK manage between 11 and 20 entities. Singapore has the deepest systems stack, with 14% using more than 20 core systems, seven times the share in the U.S.

Against this backdrop, demands on finance continue to increase. Providing faster responses to senior leadership (39%), managing liquidity across markets and entities (38%) and reducing manual finance processes (38%) are the three most commonly cited areas of increased pressure over the past year. Improving free cash flow forecasting and supporting strategic decision-making with better data follow at 35% each.

These priorities point to a common requirement: finance needs to bring information together across increasingly complex organizations and turn it into relevant insight quickly enough for the business to act.

That places greater importance on the infrastructure connecting financial systems and data. The ability to operate intelligently depends increasingly on whether finance can establish a trusted, consistent and timely view across the complexity it already manages.

"As organizations grow, complexity doesn't just sit in the background - it shows up in every cash decision. More entities, more systems and more banking relationships mean finance teams spend less time analyzing and more time reconciling. The challenge now is not just having visibility of cash, but being able to trust and act on that view quickly enough for the business to move."



Phil Beck
SVP Treasury, FIS

Top pressures on finance over the past 12 months:

39%
Providing faster answers to leadership

38%
Managing cross-market liquidity

38%
Reducing manual finance processes

35%
Improving free cash flow forecasting

35%
Supporting strategic decision making with better data

Chapter 3: The confidence gap

Finance leaders have high confidence in their cash visibility. Some 91% trust their organization's view of available free cash flow, while 80% say the same of their real-time view.

The more revealing measure is the effort required to establish that confidence.

More than one-third of respondents are unable to produce a real-time view without significant manual effort, 22 percentage points below the 85% who say the same of an accurate view. The gap exists across all three markets and is widest in the U.S., where 87% report an accurate view but only 53% can produce one in real time. The UK has the narrowest gap at 13%.

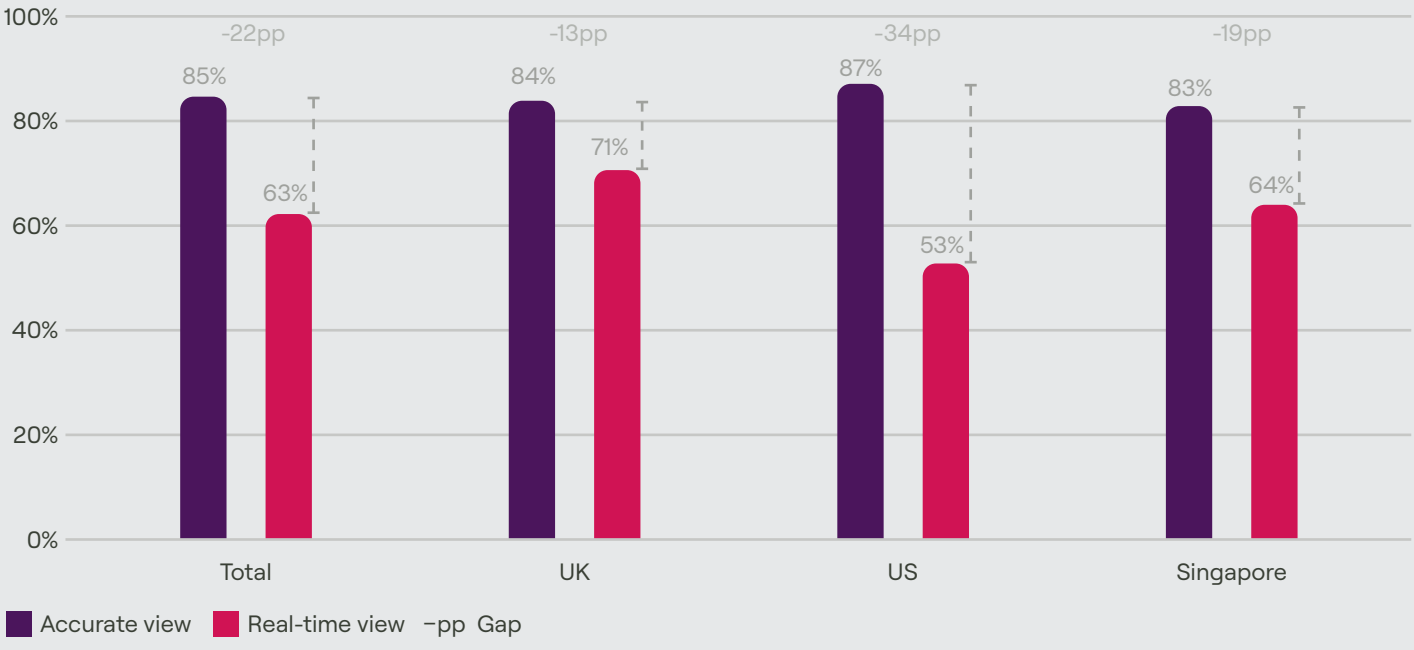
For many finance teams, accuracy still comes at the cost of time. Teams spend an average of 17.3 hours each week gathering, reconciling or validating cash data before it can be shared with senior stakeholders. Only 5% can produce a trusted view instantly, while 62% take a full business day.

This has implications for how finance uses its expertise. Time spent assembling and validating information is capacity that cannot be directed towards forecasting, scenario analysis, risk management or identifying how cash could be used more effectively. As finance takes on a more strategic role, reducing this manual burden becomes increasingly important.

Limited visibility can also affect how confidently organizations deploy cash. Seventy-one percent agree there is often a gap between what leadership believes is available and what finance knows is actually deployable. Understanding the cash position alone doesn't always provide sufficient insight into when that cash will be needed. Better visibility into expected cash flows and working capital can give finance greater confidence over what is genuinely available to put to work.



Accurate view vs. real-time view by market:



Chapter 3: The confidence gap (continued)

The barriers identified by finance leaders show why this remains difficult. Poor interoperability between treasury, accounts receivable, ERP and payments systems is the most frequently cited obstacle to a clear view of deployable cash, selected by 40% participants overall and 53% in the U.S. Manual reconciliation follows at 37%, alongside cash trapped across entities, jurisdictions or currencies at 35%.

Closing the confidence gap therefore depends on making financial information easier to connect, understand and access when it's needed. Doing so can reduce the effort required to establish a trusted cash position and give finance more capacity to act on that information.



17.3 hours per week

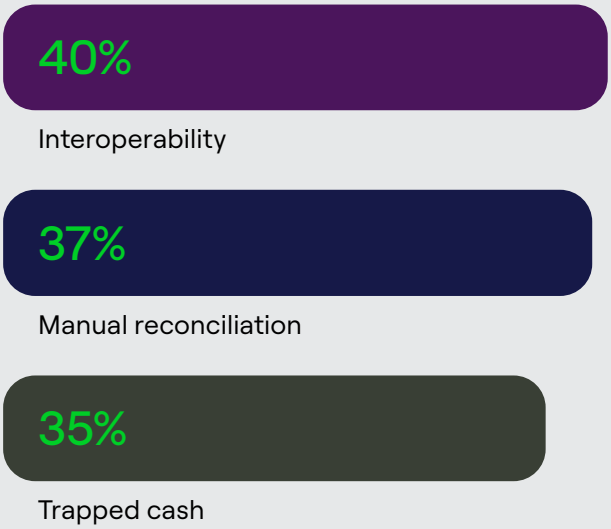
The time finance teams spend on average gathering, reconciling or validating cash data before it can be shared with senior stakeholders

"The question for most finance teams is rarely whether they can produce an accurate cash position. It's how much effort it takes and how long it takes to get there. Reducing the time skilled teams spend gathering and reconciling information allows them to focus more of their expertise on forecasting, scenario analysis and how cash can best support the business."



James Mitchell
Head of Growth Office, Treasury, FIS

Barriers to a clear view of deployable cash:



Chapter 4: Accountability without control

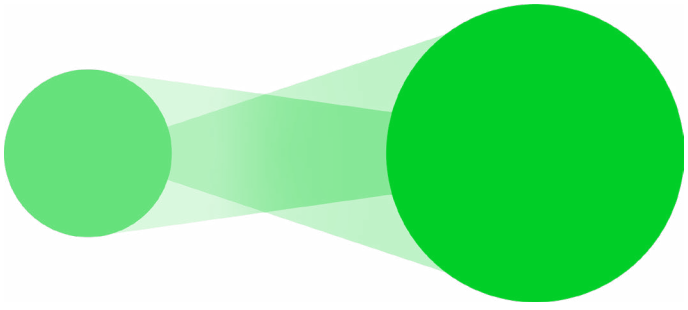
The growing strategic role of finance is bringing greater accountability. Almost every finance leader surveyed (97%) agrees that finance is increasingly held accountable for cash and liquidity outcomes even when the underlying data, systems or processes sit outside its direct control. The figure is identical across the UK, U.S. and Singapore.

Finance is expected to provide an enterprise-wide view of liquidity to inform forecasting, investment and working capital decisions, yet the information it relies on is often spread across different systems, entities and banking relationships. This creates a gap between the outcomes finance is expected to own and the infrastructure it controls.

The business impact is clear. Reduced confidence in forecasts and missed investment or growth opportunities are the most frequently cited risks of limited cash visibility, at 42% each, followed by slower decision-making (39%) and increased liquidity risk (35%). In the U.S., 53% cite reduced forecasting confidence, compared with 32% in the UK, reflecting the wider gap between accurate and real-time visibility among U.S. respondents.

Only 8% report no significant business risk from limited visibility. Without a clear view of when cash will be needed, finance has less certainty over what can safely be deployed. Better visibility can strengthen forecasting, improve liquidity decisions and give finance greater confidence over where capital can be put to work.

As finance takes on a more strategic role, its visibility and control over financial information will need to keep pace with its growing accountability.



"Finance is increasingly accountable for decisions and outcomes that depend on information spread across the enterprise. Connecting that information gives finance greater control over the picture it presents to leadership and greater confidence over what cash can genuinely be put to work."



Matt Carey
SVP oCFO Sales, Treasury, FIS

Business risks from limited cash visibility:



Market gap: reduced forecast confidence

21pp U.S. above UK



All-market average: 42%

Chapter 5: The AI readiness gap

Finance leaders have little doubt about AI's potential. Some 91% say their teams have the skills to use it effectively; 90% understand where it can deliver value; and 89% have a clear business case for applying it to cash and liquidity management.

The challenge is turning that confidence into operational readiness. Only 69% can access the data required for AI initiatives without significant manual effort, while 73% can clearly measure the value those initiatives deliver - the two weakest measures in the survey's AI readiness findings.

Businesses are already under pressure to move faster. Nearly three-quarters (73%) of finance leaders feel pressure to deliver AI initiatives before their data foundations are ready, rising to 82% in the U.S. That tension is also showing up in how AI is being used, with 80% saying they have concerns around accuracy, explainability or governance, while concern over data security reaches 90% in the U.S. and 76% in the UK.

For finance, these concerns go directly to the quality of the information AI is being asked to work with. The fragmented systems and manual processes affecting cash visibility today can also limit the effectiveness of AI tomorrow. If financial information is difficult to access, reconcile or govern, automating how it is analyzed does not remove those underlying constraints but can directly impact the benefits obtained and ability to scale.

"Having more data does not automatically give you better intelligence. The same information can mean very different things depending on whether you are managing receivables, forecasting cash or making a treasury decision. The critical step is contextualizing that data so the system understands the relationships that matter to the decision being made. That combination of technology and financial expertise is what makes AI genuinely useful."



Thomas Jerolitsch
VP Head of Product, Treasury, FIS

AI readiness – aspirational measures



–19pp Average drop from ambition to foundations. The weakest ambition score (89%) still beats the strongest foundation score (73%) by 16 points.

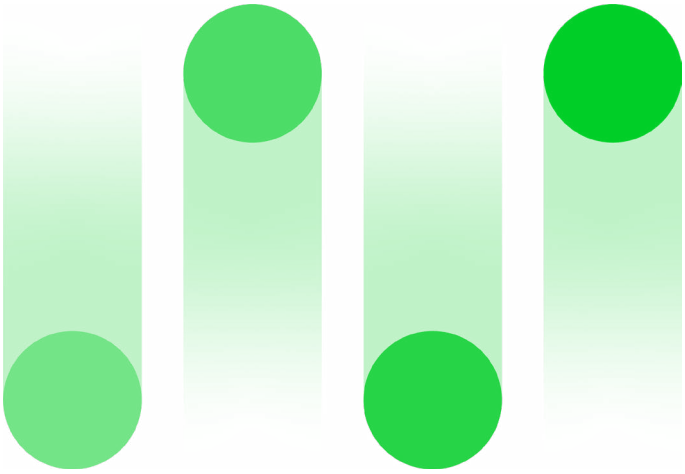


Chapter 5: The AI readiness gap (continued)

Data also needs context. The same information can serve very different purposes across the finance function. An accounts receivable team may need invoice-level detail, while treasury needs to understand cash flows across entities, accounts, currencies and time horizons. Making that information useful requires more than bringing data together; it requires understanding the financial relationships within it and presenting it in a form relevant to the decision being made.

This is where domain expertise becomes increasingly important. Effective use of AI in treasury and cash management requires an understanding of liquidity, working capital and financial risk alongside the technology itself. As AI becomes more embedded in financial processes, organizations will need confidence in both the information feeding those systems and the context through which their outputs are interpreted.

The foundations required for successful AI adoption therefore closely mirror those required for a more effective finance function today: connected and contextualized data, robust governance and trusted financial infrastructure. Strengthening those foundations can improve cash visibility now while creating a more credible platform for AI adoption in the years ahead.



Pressure to deploy AI before data foundations are ready:

All markets

73%

feel pressure to deploy AI before data foundations are ready

U.S.

90%

are concerned AI could expose data to security risk

U.S. vs. UK: the U.S. leads on both



Chapter 6: Building intelligent financial infrastructure

Finance leaders are clear about what would most improve cash management today.

A single real-time view of cash across entities and accounts and greater automation of reporting and reconciliation rank first, each selected by 43% of respondents. System integration follows at 39%, with interoperability at 37%. By contrast, AI and predictive analytics rank lower at 28%, reinforcing that the priority is still getting the fundamentals right.

These results point to a consistent message: intelligence in finance depends first on how well information is connected, accessed and trusted.

The research highlights four characteristics that will increasingly define modern financial infrastructure:

Connected
Finance needs to unify data across treasury, ERP, payments, banking and legal entities. Better interoperability reduces fragmentation and makes a single view of cash achievable.

Real-time
Cash visibility is most valuable when it is available at the point of decision. Continuous access reduces the lag between understanding liquidity and acting on it.

Automated
Finance teams still spend 17.3 hours a week validating cash data. Automating reconciliation and reporting frees capacity for forecasting, analysis and decision support.

Trusted
As automation and AI expand, confidence in data, governance and systems becomes critical. Trust is what allows financial information to be used reliably by both people and machines.

Taken together, these four characteristics provide the foundation for a more intelligent finance function. Connection creates a complete view of financial data; real-time access makes that information available when decisions are being made; automation reduces the manual effort required to produce it; and trust gives finance the confidence to act on it.

The value of that infrastructure extends beyond cash management. It gives finance greater capacity to anticipate liquidity needs, strengthen forecasting and identify where capital can be put to work, while creating the trusted foundations needed for greater automation and AI. As finance takes on a more strategic role across the enterprise, these capabilities will increasingly determine how quickly and confidently organizations can turn financial information into action.



Conclusion: The next phase of finance

The finance suite is entering a period of significant change. Businesses are operating across more complex and volatile market conditions, there's pressure on decisions to be made faster, and demand is growing to make better use of capital. At the same time, automation and AI are changing how financial information can be both analyzed and used.

These shifts are raising expectations of finance. The function is increasingly expected to provide a real-time view of the business, anticipate liquidity needs, strengthen forecasting and help leadership make decisions about where capital should be deployed. Delivering against that mandate will require finance teams to spend less time assembling information and more time interpreting and acting on it.

Technical architecture supporting finance will therefore become increasingly important. Interoperable systems can create a more complete view of financial data; real-time access can make that information available when decisions are being made; automation can reduce the manual effort required to produce it; and trusted governance and data protections can give organizations greater confidence in how it is used.

AI will accelerate this shift but not define it. As organizations move from experimentation towards embedding AI in financial processes, the quality and context of the underlying data will become increasingly important. The organizations best positioned to capture its value will be those that provide AI with financial information that is connected, relevant and trusted.

For finance leaders, the opportunity is broader than improving cash management. It's to build a function capable of turning financial information into insight and insight into action at the pace the modern enterprise increasingly requires. Intelligent, trust-by-design, financial infrastructure will be central to that transition.

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