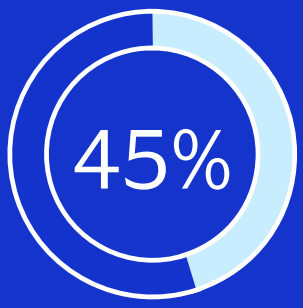
How to drive customer loyalty with a next generation global money movement solution

Delivering fast, secure, convenient payment experiences can help banks compete in a challenging market

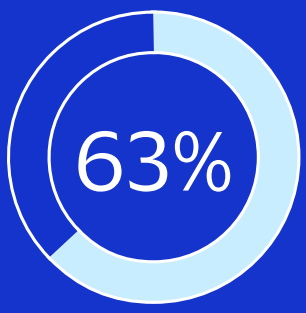
Traditional banks now face a landscape where financially savvy consumers and businesses demand faster, more convenient payment experiences and have numerous digital methods at their disposal. This proliferation of agile digital providers continues to disrupt traditional banking with rapidly expanding payments offerings.

As a result, banks must review their strategy for money movement to protect growth, retention and profitability. Modernizing cross-border payment operations and services now can enhance banks' future responsiveness and agility, enabling them to better meet evolving customer demands, mitigate attrition, and expand market share in the long term.

Consumers and businesses are making cross-border payments



of consumers surveyed globally send or receive remittances monthly[1]



of small and mid-sized businesses are using digital wallets or virtual accounts for international payments[2]

$1 Trillion

in remittances is forecasted by 2028[3]



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Staying relevant in a commoditized landscape

As banks jostle to compete for customer primacy, they face considerable headwinds.



Fierce market competition

Amid escalating competition in the financial sector, banks are driven to enhance their services to meet rising customer expectations for fast, convenient global transactions, while also contending with agile digital challengers increasingly targeting lucrative areas like cross-border and B2B payments. The pressure to offer modern services in competitive areas like cross-border payments is evident, even though nearly half of consumers claim to prefer to use traditional bank transfers for this purpose.[4] To compete effectively in an increasingly dynamic market, banks must diversify their offerings by leveraging innovation and personalization.

Retaining customer loyalty

Loyalty is increasingly fragmented, with 52% of consumers preferring to have funds held across several accounts and 20% stating they now deposit their salary with a digital bank.[5] Meanwhile, 90% of SMBs report dissatisfaction with their primary bank,[6] illustrating the risk of deposit flight and loss of valuable cross-sell opportunities. To strengthen retention, banks can leverage trust and reliability whilst offering modern payment experiences that meet current and future customer needs for speed and security.

Meeting cross-border payment expectations

- Intuitive digital experiences
- Fast to send and receive
- Secure, reliable with robust security and fraud prevention
- Competitive foreign exchange rates

Operational challenges hindering innovation

While 96% of banks look to reduce operational complexity[7], challenges such as legacy infrastructure, outdated payment ecosystems, and complex banking relationships hinder innovation and create inefficiencies, complicating the implementation of new cross-border solutions. Also, those banks with lower cross-border payment volumes may find it challenging to sustain costly, opaque correspondent banking relationships, particularly as these relationships continue to decline [8] and further limit their ability to offer competitive international payment services.

While cross-border payments remain a lucrative area for servicing consumers and businesses, implementing scalable and efficient infrastructure is crucial for modernization, increasing efficiency, and capturing this expanding opportunity.

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Fraud, risk and regulatory compliance pressures

Fraud is projected to grow by 141%, reaching $107 billion by 2029,9 illustrating why security is touted as the key concern for consumers when choosing a cross-border payment method.[10] At the same time, regulatory complexity is escalating particularly for global payments, imposing unforeseen costs and operational challenges.

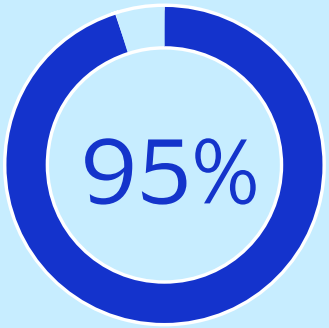
Robust investments in near real-time fraud detection and compliance controls are essential for mitigating these risks, protecting customers, profits and reputational damage, and staying ahead of increasingly demanding regulatory requirements.



Modernize to secure future relevance

Now is the opportune moment for banks to reassess their strategic objectives, modernize their payment systems, and refine their value propositions to ensure future relevance. Several initiatives can help tackle these challenges.

- Provide customer-centric payment offerings to meet evolving expectations and protect profit
- Reduce complexity in payments ecosystem to improve efficiency and scalability
- Augment risk management and compliance practices to reinforce the legacy of trust



of small and mid-sized businesses are willing to switch to a provider that solves their international payments challenges[11]

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Achieve goals and deliver better money movement solutions for customers

Banks face pressure from consumers and businesses to modernize the global money movement experience, whether for P2P or B2B payments. Domestic and cross-border payment options are crucial to retaining customers and staying competitive. Visa Direct offers a set of global payment solutions that can help banks optimize operations, cultivate loyalty, and provide fast, secure money movement worldwide.

Increase revenue

Unlock new revenue streams with fast and convenient domestic and cross-border payment solutions. Improve customer retention and launch new propositions, such as near real-time[12] account funding, access to virtual multicurrency accounts, and greater control over FX.

Expand cross-border services to open new revenue streams

Provide access to new payment corridors, enabling customers to enter additional jurisdictions more efficiently. By delivering fast and transparent international transactions, along with offering competitive FX rates, banks can improve their market position and better meet cross-border needs.

Safe and reliable payments

Implementing robust security measures and enhanced controls can mitigate the financial impact of fraud, protect your reputation, and bolster trust. Leverage the latest AI and machine learning innovations for integrated fraud detection to manage risks in real-time, access comprehensive reporting, and keep your bank ahead of threats.



Accelerate digital transformation and enhance customer experience

Modernize offerings to compete with market-leading digital payment providers by including options to collect and hold funds in multiple currencies. This approach not only differentiates a bank in a crowded market but also meets the increasing demand for intuitive, digital-first experiences, fostering customer loyalty and supporting long-term growth.

Reduce reliance on correspondent banks

Streamline the user experience for cross-border operations by reducing reliance on correspondent banking relationships. Using a single provider, access multiple payment networks to support payments to card, account, and digital wallet endpoints globally. This can supplement, simplify or even eliminate the need for costly and complex correspondent banking arrangements.

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Visa Direct: Your partner for today and tomorrow

Visa Direct enables efficient payments streamlining the user experience and enhancing customer satisfaction.

Innovation

Powerful infrastructure provides access to global networks, capabilities and endpoints

Prosperity

Unlock the potential for new revenue streams while improving customer loyalty

Access

Reach 195+ countries, 160 currencies and 11B+ endpoints, domestically and cross-border with many markets reachable in real-time[12]

Trust

Resilient infrastructure and comprehensive compliance processes secured by Visa's robust risk and compliance framework with 60+ years of experience[13]



Capturing money movement capabilities to help you scale fast

Building on a decade of investment and innovation, Visa Direct has evolved into a fully integrated platform that supports fast and secure money movement worldwide. We've collaborated with a broad range of partners—from leading digital wallets to international marketplaces—continuously refining and expanding our solutions. As a result, Visa Direct offers the most comprehensive set of features to help banks thrive in today's dynamic global environment.

- **Single Provider:** Simplify cross-border and domestic transactions through a single entry-point, reducing complexity and accelerating time-to-market.
- **Global Reach and Scale:** Access 195+ countries, 160 currencies and over 11 billion endpoints (cards, wallets and accounts) to deliver truly global coverage.
- **Flexible FX Options:** Choose from competitive rates, held quotes or forwards to offer best-in-class pricing and transparency for cross-border payments.
- **Advanced Fraud and Compliance Tools:** We provide the unprecedented scale, expertise, systems, and tools you need to manage risk in today's money movement landscape and stay ahead of tomorrow's security challenges.
- **Dedicated Expert Support:** Benefit from our seasoned teams and technical specialists who ensure swift setup, smooth integration and around-the-clock assistance.



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Collect, hold, convert, send with Visa Direct

We can help you activate a comprehensive money movement solution without layers of complexity, providing fast, transparent payment and collections flows that meet the needs of your customers, from receiving to sending.

Collect

Support business customers expanding into new territories with collections enabled by Visa Direct. Offer those operating globally, the ability to act locally, and collect payments in the local currency via virtual account, removing a significant barrier to international expansion, making reconciliation easy, transactions faster, and paving the path to growth. Banks can leverage this capability to recover lost payment flows, drive volume, and deliver a one-stop cash management hub for businesses.



Hold

To provide customers with a truly global payments offering, access to multi-currency wallets is a key competitive differentiator. With Visa Direct, consumers and businesses can manage their FX by exchanging and holding a range of currencies, making spending in other countries simple and transparent. Funds can be securely held in 30+ currencies, ready to be sent or exchanged at competitive rates for increased flexibility and oversight.

Convert

Reduce the complexity and constraints of developing FX capabilities in-house by leveraging Visa Direct's convert capability. Help customers mitigate currency fluctuations and provide them with the flexibility and control to easily convert across 160 currencies using competitive rates, or to secure FX held rates for future trades. With greater control and transparency, banks can allow customers to effectively manage their currency conversions risk exposure, whilst monetizing and expanding FX offerings.

Send

Enable customers to send money in a fast, convenient and cost-effective way, directly from their banking platform. Our send capabilities offer a key value proposition for attracting and retaining customers when combined with a banking legacy of reliability and security. Leverage our scalable solution for fast, secure access to 195+ countries and over 11BN card, account, and digital wallet endpoints for P2P, B2C, and B2B payment flows, fulfilling customer expectations for easy global reach and driving account primacy.

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Build your secure money movement solution with Visa Direct and let us support your innovation in the next evolution of payments.

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Sources

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12. Actual fund availability for all Visa Direct transactions may depend on receiving financial institution, account type, region, compliance processes, along with other factors, as applicable.
13. Visa Direct clients and participants should always consult and seek approval from their internal compliance teams on sanctions screening controls and processes, and are solely responsible for their own compliance with applicable laws and regulations. Optional compliance controls and risk management tools and services are provided solely for the convenience of sending acquirers, service providers, merchants, and recipient issuers / the Visa Direct clients and participants, and Visa makes no warranties with respect to them or their results. Visa Direct clients and participants are solely responsible for their own compliance with applicable laws and regulations.

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