Corporate Treasury
in a World of Wallets

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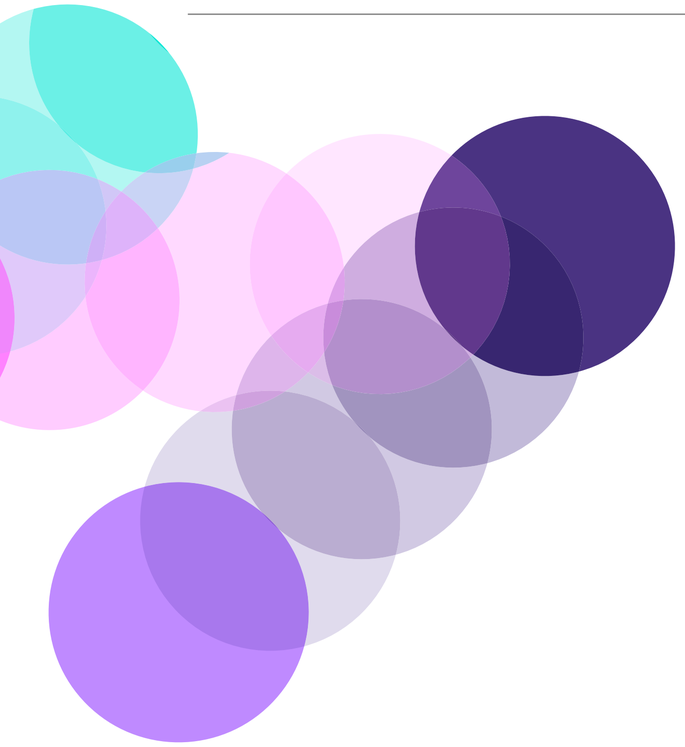
Finmo

The Rise of Enterprise Wallets

Corporate treasurers are increasingly evaluating stablecoins, tokenized deposits, and tokenized money market funds as legitimate treasury instruments. While adoption remains measured, the implications for treasury operations are becoming clearer. The traditional bank account, which has anchored corporate liquidity management for decades, now faces competition from a more flexible alternative: the digital wallet.



A bank account maintains a single currency relationship with one financial institution. A wallet can hold tokenized deposits from multiple banks, stablecoins from regulated issuers, yield-bearing tokens from asset managers, and other digital assets across various blockchains. This isn't merely digitization of existing processes; it represents a structural shift in how corporate liquidity might be managed.

Consider the practical implications. Video streaming didn't just digitize and replace DVDs; it fundamentally changed how we consume media. Similarly, wallets don't simply digitize bank accounts. They enable treasury functions that weren't previously possible: instant settlement, continuous yield optimization, and programmatic liquidity management.

For corporate treasury teams managing hundreds of bank accounts across multiple jurisdictions, wallet infrastructure offers the potential for significant operational simplification. A multinational currently operating 500 bank accounts might consolidate to 50–75 wallets, with each wallet serving a legal entity while maintaining multi-asset, multi-currency capabilities.

This article examines the practical implications of wallet-based treasury, the challenges of transition, and actionable steps for treasury teams evaluating this evolution.

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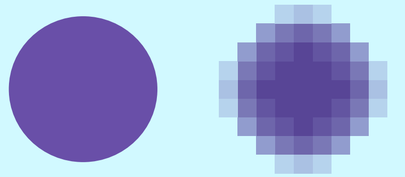

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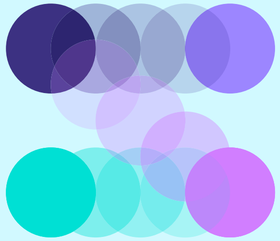


What we mean by ‘Wallets’

When many people hear the word wallet, they think of a payment app on a phone that stores credit cards or loyalty passes.

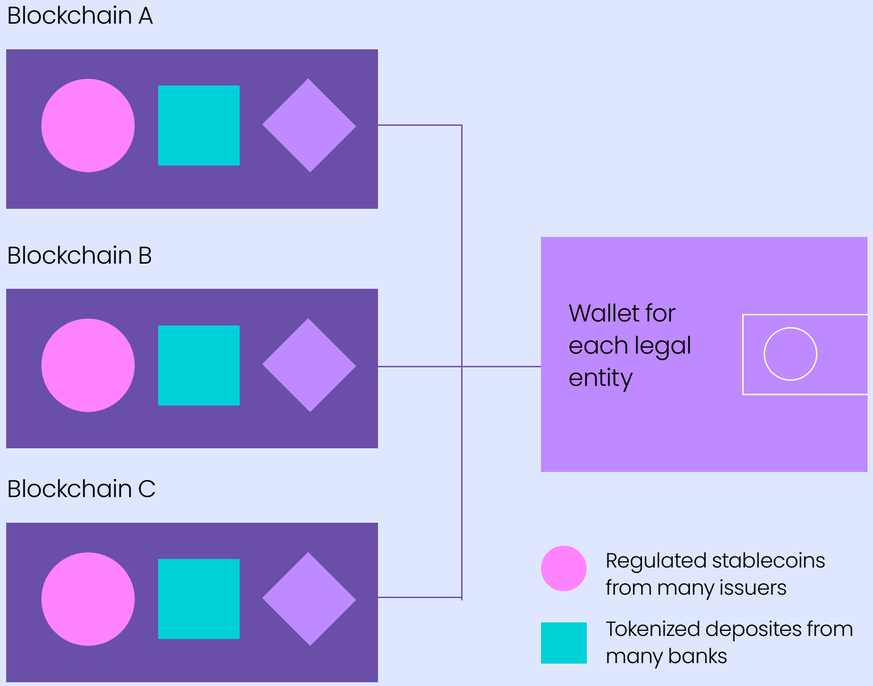
Or they may think of a crypto wallet that contains bitcoin and other cryptocurrencies held for speculative investment purposes.

In this article, a wallet safeguards the private keys giving control over digital tokens recorded on public or permissioned blockchains.

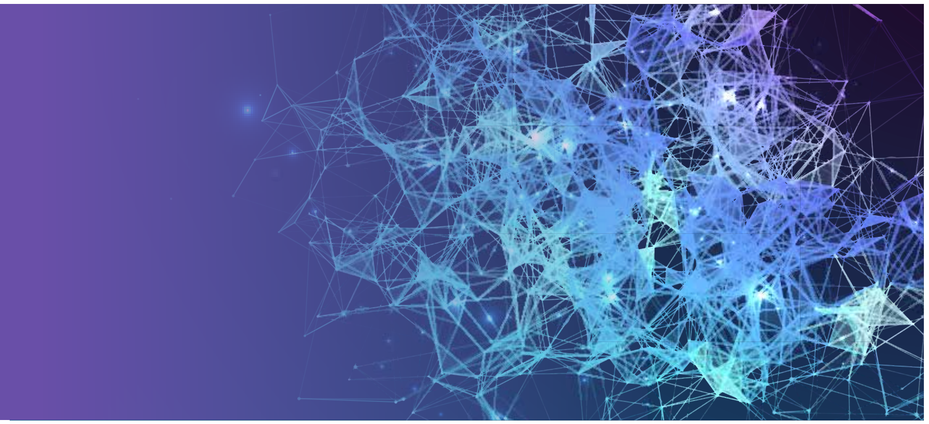
These could be cryptocurrencies, but we are focusing on tokens that are suitable for traditional treasury management operations: tokenized deposits, regulated stablecoins, tokenized money-market units and other familiar instruments in token form.

An enterprise wallet typically holds the cryptographic credentials that prove ownership and authorize movement of value.

It connects to several blockchain networks to send, receive, and automate transactions. The wallet provides institutional controls such as multi-signature approval, segregation of duties, and integration with treasury systems.



Current State: The Complexity of Account-Based Treasury



Multinational treasury operations today require extensive bank account infrastructure. A typical Fortune 500 multi-national corporation maintains between 500 and 1,200 bank accounts globally. Each account requires opening documentation, KYC procedures, ongoing compliance, daily reconciliation, and active management.

This complexity stems from legitimate business requirements. Local operations need local currency accounts. Regulatory requirements mandate in-country banking relationships. Different banks offer specialized services: cash management in one region, foreign exchange in another, trade finance in a third. The result is a complex web of banking relationships that requires significant resources to maintain.

Treasury teams have developed sophisticated approaches to manage this complexity. Physical sweeping consolidates balances daily. Notional pooling optimizes interest without moving funds. Overlay structures provide visibility across disparate systems. Modern TMS and ERP platforms automate much of the routine work.

Yet the fundamental constraints remain. Bank cut-off times still dictate payment schedules. Settlement delays still require liquidity buffers. Multi-bank structures still require extensive reconciliation. The infrastructure works, but at considerable cost and complexity.

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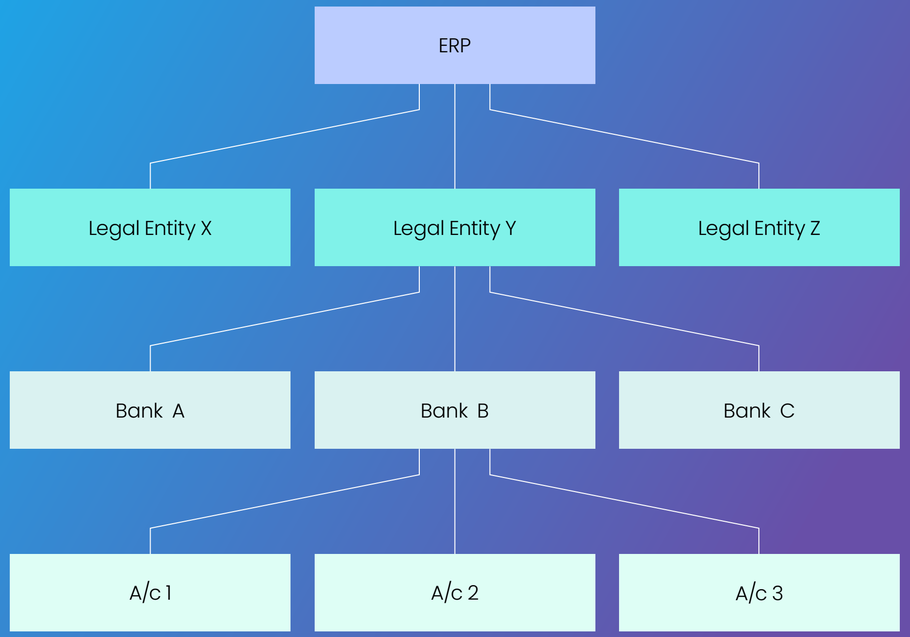
Sophisticated corporates are accelerating their efforts to leverage tokenised deposits to optimise working capital and streamline cash management operations. Solutions that guarantee fungibility of tokenised deposits between different banks is critical for scaling and breaking out of single bank walled gardens. Fundamentally a well-designed and highly available wallet infrastructure will also be critical for customer retention as the sector develops.

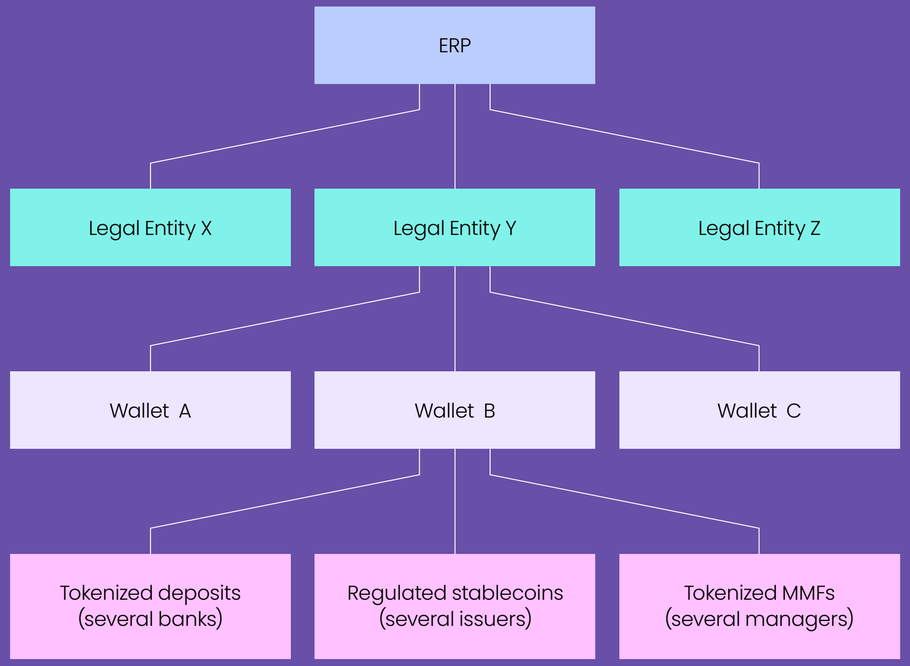
Roberto Pagliari
Senior Product Owner, DLT Cash & Markets, Commerzbank AG

Traditional Treasury: many bank accounts



Hundreds of unwieldy back accounts, separate arrangements for MMFs

Tokenized Treasury: consolidated, smarter containers of value



One wallet per legal entity, programmable liquidity management

Wallets vs. Accounts

The wallet represents a fundamentally different architecture for holding and transacting value. A bank account is a record on a single institution's ledger, a wallet can interact with tokens on multiple ledgers simultaneously.

This technical distinction enables several practical advantages:

Multi-asset capability

A single wallet can hold tokenized deposits from different banks, stablecoins from various issuers, and tokenized securities from multiple sources. This consolidation alone could reduce operational complexity significantly.

Continuous operation

Unlike traditional banking systems with defined operating hours, blockchain infrastructure operates continuously, enabling 24/7 treasury operations.

Programmable transactions

Smart contracts enable automated treasury operations: sweeping based on complex conditions, automatic yield optimization, and rule-based liquidity management without manual intervention.

Transparent audit trails

Every transaction is immutably recorded, simplifying audit and compliance processes.

Instant settlement

Blockchain-based transactions settle in minutes rather than days, reducing the need for liquidity buffers and eliminating settlement risk for many transaction types.

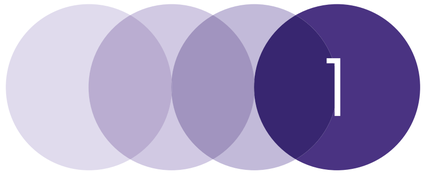
However, wallets also introduce new considerations. Key management becomes critical. Regulatory frameworks are still evolving. Integration with existing treasury infrastructure requires careful planning. These challenges are manageable but require thoughtful approach.

Corporate digital wallets are evolving into a viable second cash rail, enabling instant settlement, programmable workflows, and better liquidity utilization. With Finmo's integrated treasury platform - combining regulated stablecoins, tokenized money-market instruments, and bank-grade custody - treasurers can move funds 24/7 while maintaining control, compliance, and segregation. As tokenization expands to deposits, receivables, and guarantees, Finmo positions treasury teams to manage both cash and collateral in real time from a single command center."

David Hanna
CEO, Finmo

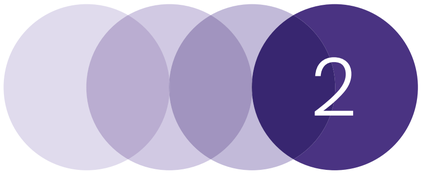
Tokenized Instruments: The Building Blocks

The utility of wallets depends on the availability of appropriate tokenized instruments. Recent developments suggest the ecosystem is maturing:



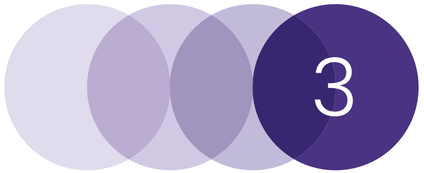
Tokenized Deposits:

Major banks now offer tokenized deposits. These instruments maintain the characteristics of traditional deposits (deposit insurance, regulatory protection, interest bearing) while enabling blockchain-based transactions.



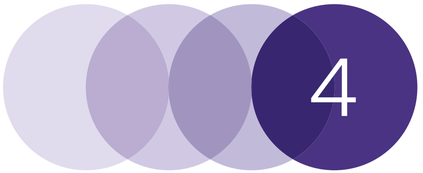
Regulated Stablecoins:

These instruments provide stable value tokens suitable for treasury operations, backed 1:1 with cash and short-term US treasuries, with monthly attestations from leading accounting firms.



Tokenized Money Market Funds:

market funds, providing yield-bearing alternatives to bank deposits while maintaining daily liquidity.



Central Bank Digital Currencies:

While still in pilot phases, CBDCs may represent the potential future of sovereign currency in digital form.

The accounting treatment of these instruments is crystallizing. Recent guidance suggests that tokenized deposits from regulated banks as well as regulated stablecoins can be treated as cash equivalents under IAS 7, removing a significant adoption barrier for corporate treasury.

Corporate clients are always looking for ways to boost cash management efficiency. Tokenization may lead to radical simplifications in current arrangements and new levels of automation. In due course, AI agents may perform routine optimisation and risk management tasks for corporate treasury, acting on multi-asset wallets. This will lead to enhanced speed, efficiency and cost optimization – the opportunities are several magnitudes greater than what we can currently do."

Sabih Behzad
Head of Digital Assets & Currencies Transformation, Deutsche Bank

Phased Implementation Approach

For treasury teams evaluating wallet adoption, a structured approach minimizes risk while building organizational capability:

Foundation Building

(Months 1-3)

Begin with education and small-scale experimentation. Treasury team members should gain hands-on experience with wallet technology using personal funds or test environments. This direct experience is invaluable for understanding both opportunities and limitations.

Simultaneously, assess your current account structure for consolidation opportunities. Identify accounts that serve similar purposes or could be combined under a wallet structure. Quantify the costs of your current infrastructure, including bank fees, operational overhead, and opportunity costs from trapped liquidity.

Pilot Programs

(Months 4-9)

Launch controlled pilots with limited scope. Intercompany transfers provide an ideal starting point: the risk is contained, the value is clear, and the learning is substantial. A pilot might involve tokenizing intercompany loans or using stablecoins for cross-border transfers between subsidiaries.

Select pilot participants carefully. Look for subsidiaries in jurisdictions with clear regulatory frameworks for digital assets. Singapore, Switzerland, and the UAE offer particularly supportive environments. Ensure strong project governance with clear success metrics and risk limits.

Phased Implementation Approach

Phase 3

Scaled Implementation

(Months 10-18)

Based on pilot results, expand to production use cases. This might include:

- Using tokenized deposits for overnight investments
- Implementing stablecoin rails for supplier payments in specific markets
- Deploying tokenized money market funds for yield optimization
- Establishing multi-signature wallets for subsidiary treasury operations

Maintain parallel traditional infrastructure during this phase. The goal is augmentation, not replacement. This approach maintains operational resilience while building confidence in new processes.

Phase 4

Strategic Integration

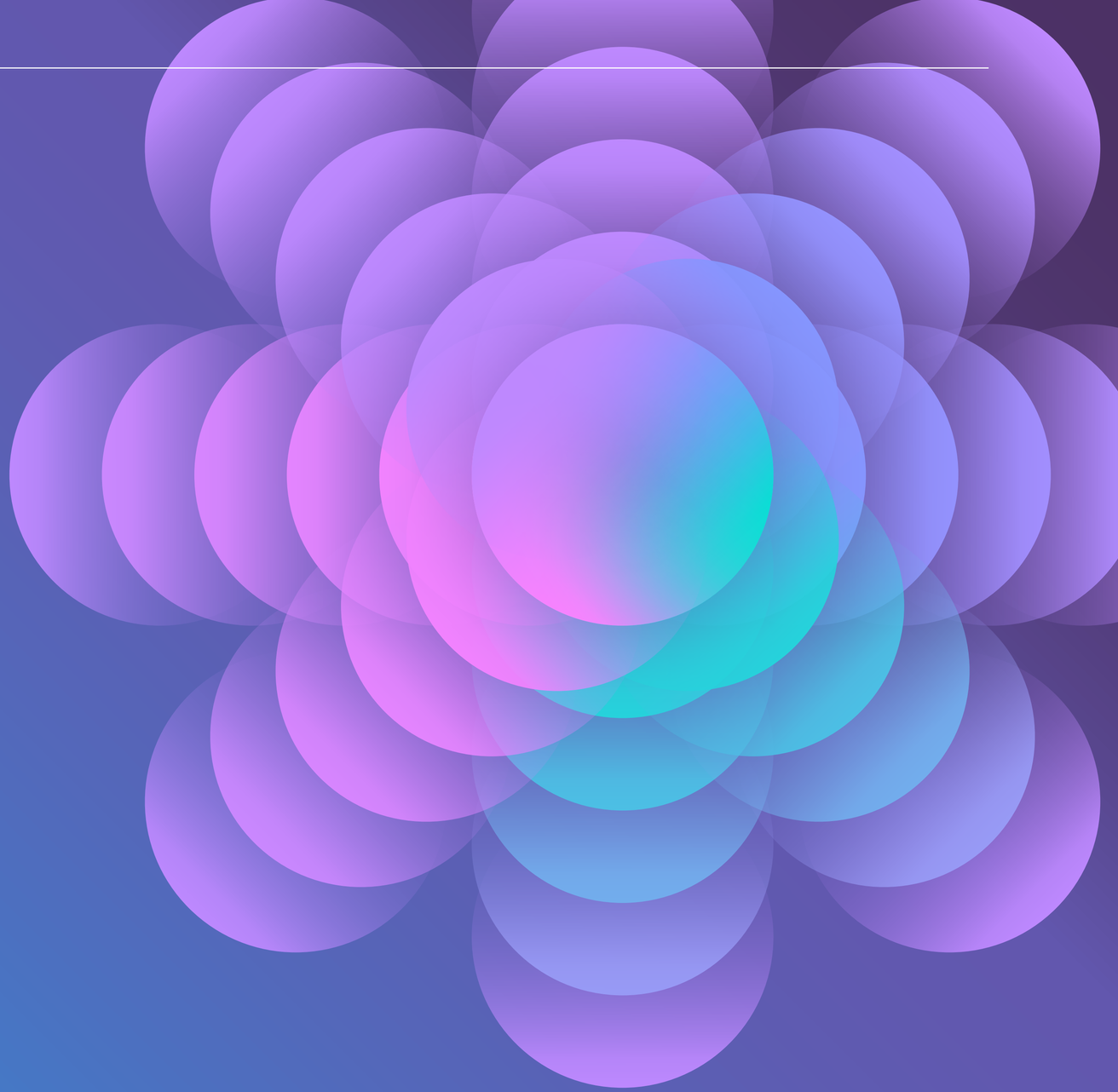
(Year 2+)

With proven capabilities and demonstrated value, integrate wallet infrastructure into core treasury operations. This involves:

- Updating treasury policies to incorporate digital assets
- Integrating wallet infrastructure with TMS and ERP systems
- Training broader finance teams on new processes
- Establishing relationships with multiple wallet custodians for resilience

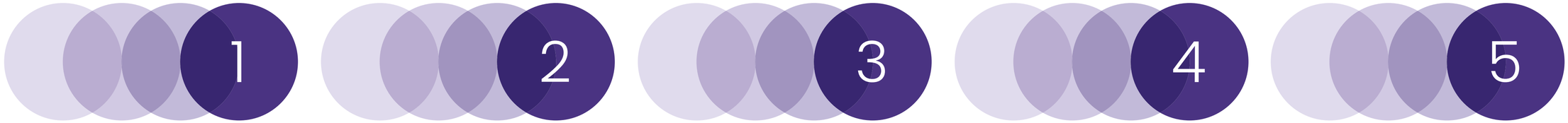
Solutions that seamlessly integrate existing ERP and treasury management systems with a wallet-based infrastructure are key to a successful transformation into the new world of treasury. As the migration to a wallet-based infrastructure is a journey rather than a big bang event ensure that using digital assets works well along the established business processes of payments and treasury operations."

Bernhard Schweizer
Head of SAP Digital Currency Hub, SAP SE



Risk Considerations and Mitigation

The utility of wallets depends on the availability of appropriate tokenized instruments. Recent developments suggest the ecosystem is maturing:



Operational Risk:

Key management becomes critical. Multi-signature wallets, hardware security modules, and institutional custody solutions provide appropriate controls. Leading custodians now offer insurance coverage comparable to traditional banking.

Regulatory Risk:

The regulatory landscape continues evolving. Treasury teams should work closely with legal counsel to ensure compliance. Focus initially on jurisdictions with clear frameworks and established precedents.

Counterparty Risk:

Evaluate token issuers as rigorously as banking partners. Focus on regulated entities with transparent reserves, regular audits, and strong track records. Diversification across multiple issuers reduces concentration risk.

Technology Risk:

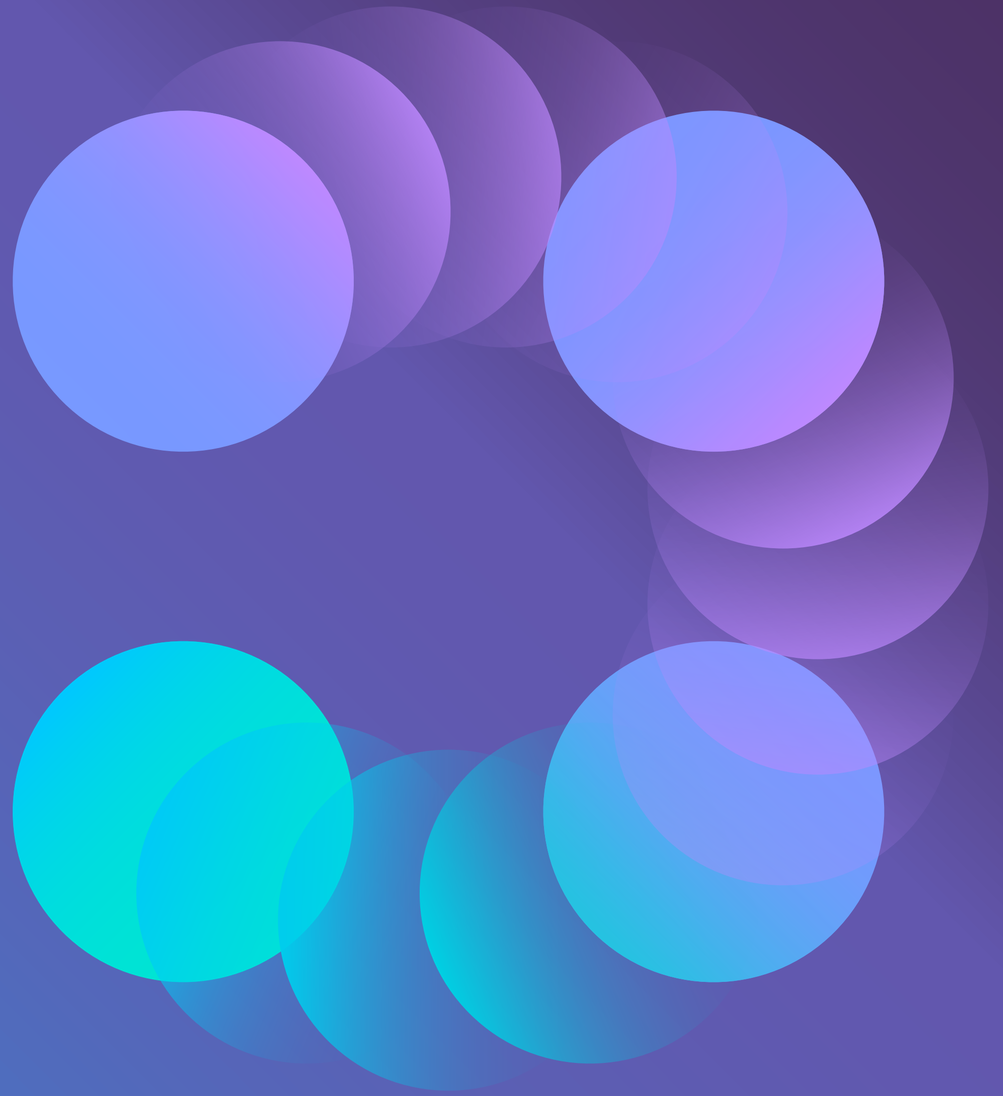
Blockchain infrastructure is relatively new. Work with established platforms, maintain contingency plans, and ensure your team understands the technology sufficiently to manage it effectively.

Market Risk:

Some tokenized instruments may have limited liquidity initially. Start with highly liquid instruments and established platforms. Maintain sufficient traditional liquidity during transition periods.

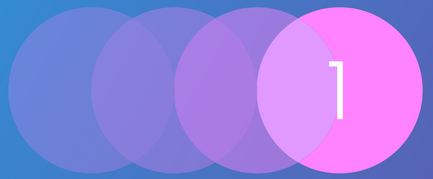
The shift to a cryptographically protected wallet ecosystem on blockchain rails puts our industry on a path toward 24/7 real-time global markets, leaving T+1 settlement and regional, session-based trading behind. Administering asset ownership records on blockchain via tokens and digital wallets will enable greater utility and new features that should accelerate a complete re-wiring of the global financial system."

Sandy Kaul
Head of Innovation, Franklin Templeton



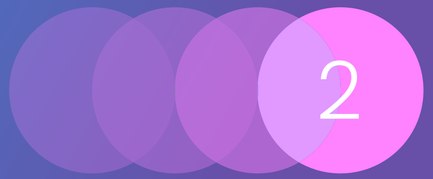
The Competitive Landscape

The transition to wallet-based treasury creates opportunities for both incumbents and new entrants:



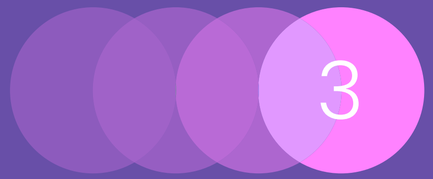
Traditional Banks

that embrace tokenization can maintain client relationships while offering enhanced services. Leading players are beginning to demonstrate these capabilities in production environments.



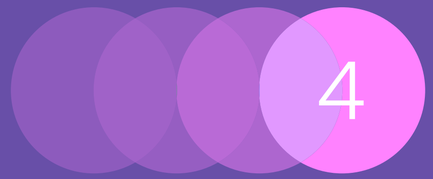
Technology Providers

with expertise in blockchain infrastructure are partnering with financial institutions to provide enterprise-grade solutions. Several providers offer institutional custody and treasury management platforms.



Native Digital Asset Firms

bring deep technical expertise but must build trust with corporate treasurers. Partnerships with established financial institutions often provide the credibility needed for enterprise adoption.



Corporate Treasury Teams

that move early can influence how these solutions develop. By engaging with providers as design partners, treasurers can ensure solutions meet real enterprise needs rather than theoretical use cases.

Sponsor Perspective from Finmo:

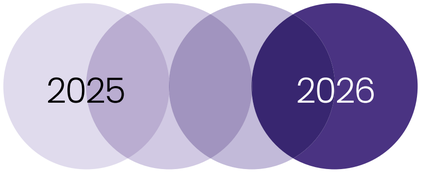
At Finmo, we see the wallet transition not simply as a technological shift, but as a strategic inflection point for CFOs and treasurers. Across mid-market and multinational companies, the same challenges repeat: sprawling account structures, fragmented liquidity, and teams stretched thin by manual processes than daily firefighting.

Wallet-led treasury creates the opportunity to move beyond incremental efficiency gains. By consolidating infrastructure, treasurers can unlock liquidity trapped across entities and geographies, reduce operational overhead, and enable real-time decision-making.
Just as importantly, wallets open the door to programmability — where liquidity can move and optimize itself against predefined rules, freeing finance leaders to focus on strategic growth rather than daily firefighting.

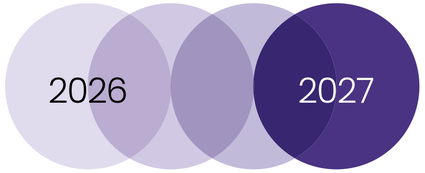
We believe the winning treasury models of the next decade will be hybrid by design — combining the trust and resilience of bank accounts with the flexibility and programmability of digital wallets. For CFOs, the question is no longer whether this shift will arrive, but how quickly they can prepare their organizations to harness it.

Looking Forward: The Three-Year Horizon

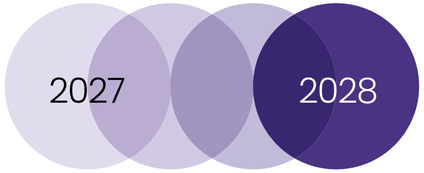
Based on current trends and ongoing initiatives, the next three years will likely see:



Early adopters demonstrate value through successful implementations. Regulatory frameworks clarify in major jurisdictions. Accounting standards formally recognize tokenized instruments as equivalent to their traditional counterparts.



Mainstream adoption begins as proven use cases proliferate. Integration between wallet infrastructure and traditional treasury systems becomes seamless. Competition drives costs down and functionality up.

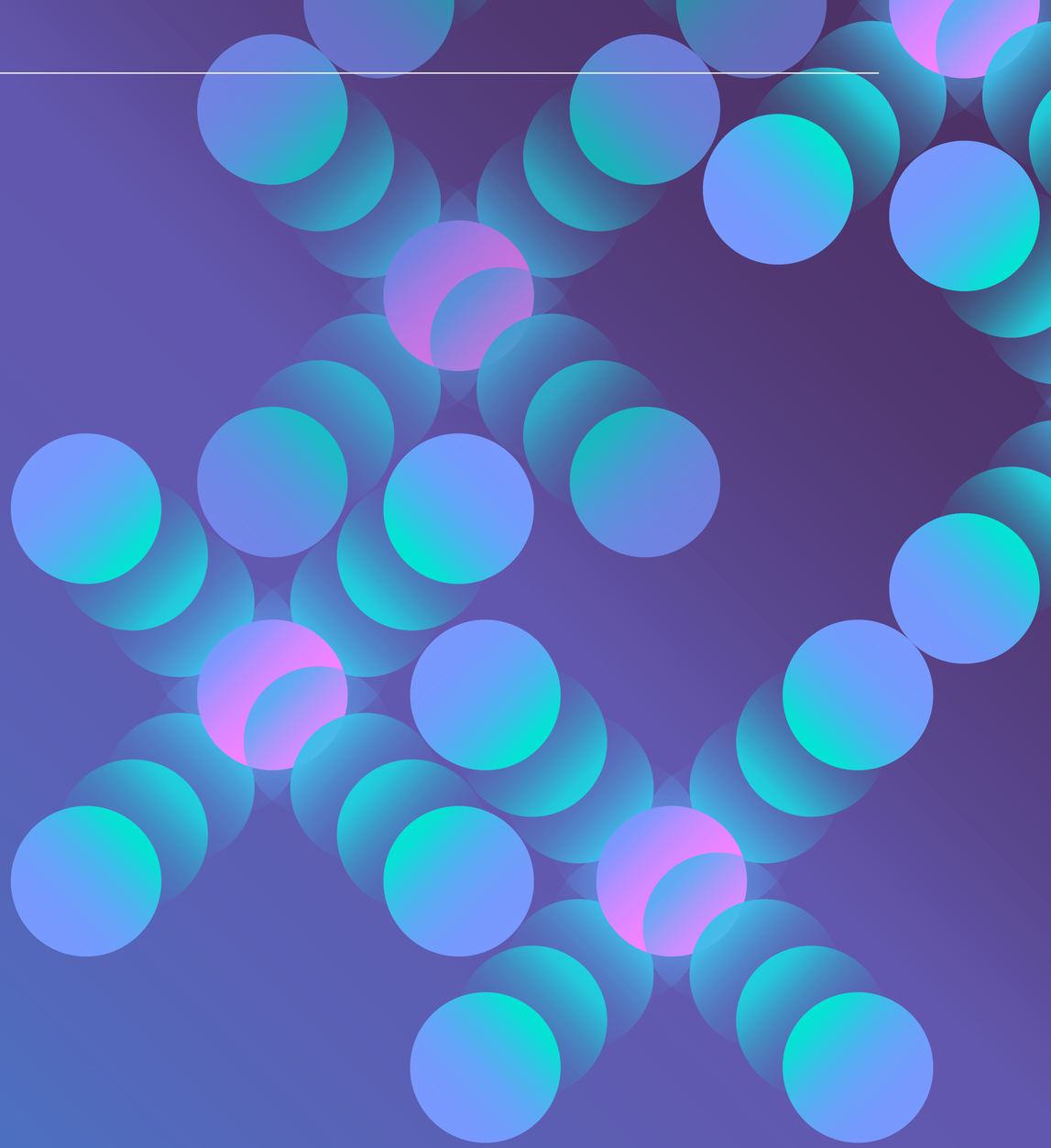


Wallet-based treasury becomes a standard option alongside traditional accounts. Hybrid structures that leverage both models become the norm for sophisticated treasury operations.

This timeline isn't speculative. Major corporations are already running production pilots. Regulatory frameworks are crystallizing. Technology infrastructure is proven at scale. The question isn't whether this transition will occur, but how quickly and smoothly.

Lloyds is committed to the evolution of commercial bank money through tokenised deposits, which has the potential to significantly transform industries and customer journeys. Blockchain technology enables us to deliver a platform for innovation for the UK and support our customers in the 24/7 digital economy."

Peter Left
Head of Digital and Markets Innovation, Lloyds Banking Group



Conclusion:
A Pragmatic Revolution

The transition from accounts to wallets represents a significant evolution in corporate treasury, but it's an evolution grounded in practical benefits rather than technological novelty. Reduced operational costs, improved liquidity efficiency, and enhanced automation capabilities provide clear value to treasury operations.

Success requires thoughtful implementation, careful risk management, and organizational readiness. Treasury teams that approach this transition with their characteristic discipline and pragmatism will find the journey manageable and the destination valuable.

The wallet paradigm doesn't eliminate the need for banking relationships or treasury expertise. Instead, it provides treasury professionals with more powerful tools to execute their core mission: optimizing liquidity, managing risk, and supporting business operations.

For corporate treasurers evaluating this transition, the message is clear: engage thoughtfully but engage now.

The foundations are solid, the benefits are real, and the competitive advantages for early movers are significant.

The future of corporate treasury will likely involve both accounts and wallets, with each serving specific purposes in an integrated liquidity architecture. Treasury teams that begin building capabilities today will be best positioned to architect these hybrid structures effectively.

The world of wallets isn't coming. It's here, waiting for thoughtful implementation by treasury professionals who understand both its potential and its limitations.

The measured migration from physical bank accounts to digital wallets could be the next step in the digital transformation journey of corporate treasury. With the potential to deliver material financial and operational efficiencies through the rationalisation of physical bank accounts, instant, atomic settlements and automated liquidity optimisation, this digitisation of cash management may prove compelling."

Mark van Ommen
Partner, Zanders Consulting

Author

Tony McLaughlin
CEO, Ubyx Inc. https://ubyx.xyz

Tony McLaughlin brings 30 years of transaction banking experience to the intersection of traditional treasury and digital assets. His work focuses on practical applications of blockchain technology for corporate liquidity management and payments.

About Finmo

Finmo is a global fintech company transforming how modern finance teams manage cash and treasury operations.

Founded by David Hanna, Akhil Nigam, Richard Oh, Raj Vimal Chopra, and Thomas Kang, Finmo is purpose-built for today's cross-border businesses. Our Treasury Operating System delivers connected financial intelligence by bringing together data from bank accounts, accounting platforms, ERP systems, and other financial tools, giving CFOs real-time visibility, control, and foresight.

Beyond insights, Finmo empowers action. Through our global payments network and cash management offerings, finance teams can move money, optimize liquidity, and manage FX risk, all within a single intelligent platform. The result: businesses act faster, scale smarter, and operate with confidence in an increasingly interconnected economy.

Trusted by leading enterprises and fintechs, Finmo is licensed in key markets including Singapore, Australia, New Zealand, Canada, the U.S. and the UK. We are committed to building a faster, smarter, and more resilient financial infrastructure for the digital economy.

For more details, visit: https://finmo.net

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