Banking Trends

Paradigm shift in banking

Mike Abbott

Global Banking Lead at Accenture

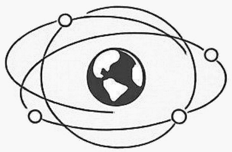
The unchanging soul of banking

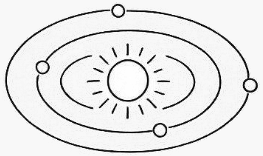
Banking = Trust x Capital

Eternal equation of banking

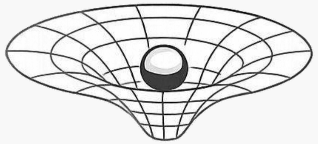
But sometimes things dramatically change

From Ptolemaic to Copernican astronomy





From Newtonian physics to Einsteinian relativity



Paradigm shift

When a new scientific model replaces the rule of the old one

Thomas Kuhn, The Structure of Scientific Revolutions, 1962

Banking has a long history of paradigm shifts

The evolution of banking

Financial

Money

A common language of value

~600 BC

Banking has a long history of paradigm shifts

The evolution of banking

~1,900 years later

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A common language of value

Financial

Medici credit networks

Modern banking expands

~600 BC

1400s

Banking has a long history of paradigm shifts

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~1,900 years later

~ 150 years later

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Joint-stock companies

Tradable ownership scales capital

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1400s

1550-1600s

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Joint-stock companies
Tradable ownership scales capital
1550-1600s

~ 200 years later
Financial
British consols
Public debt becomes institutionalized
1750-1800s

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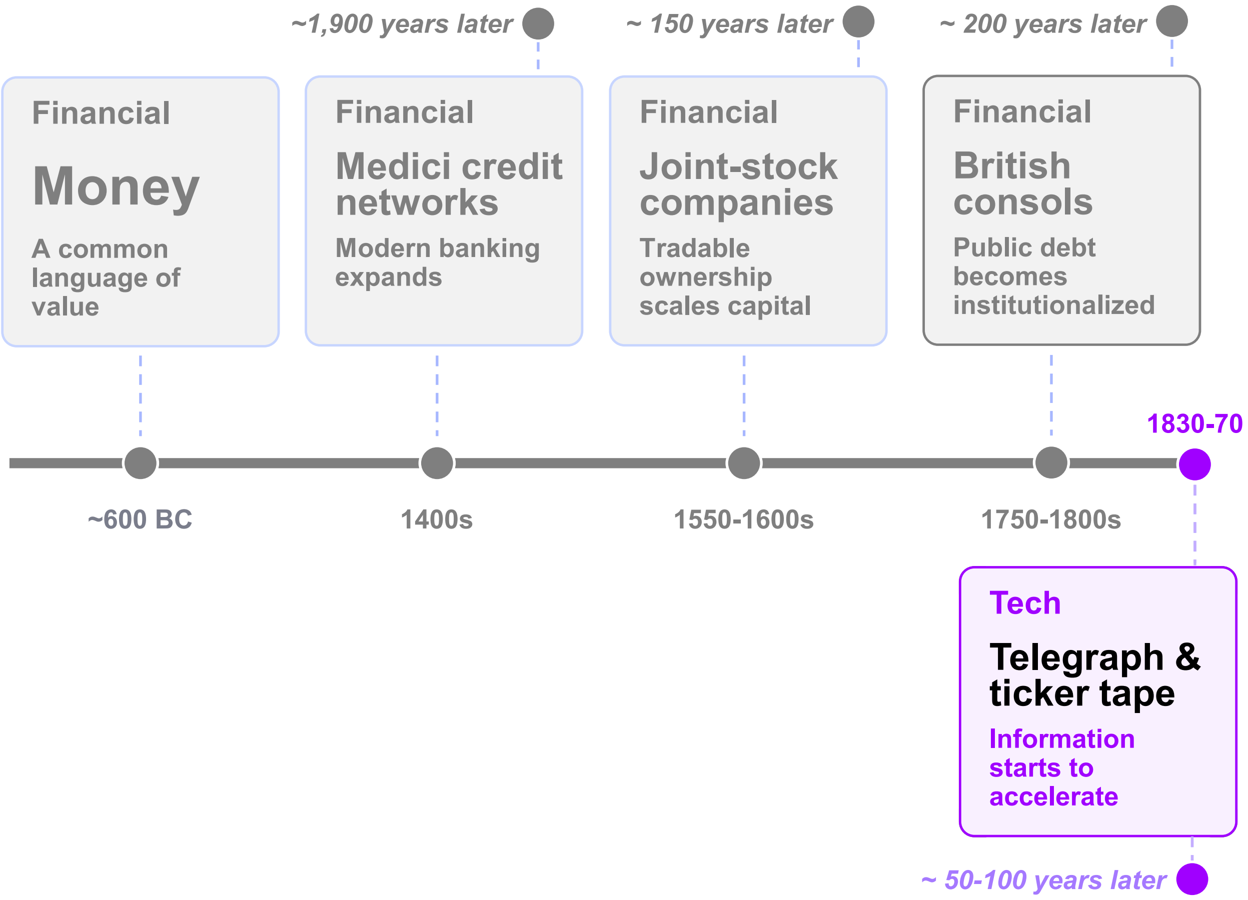

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~ 200 years later

Financial
British consols
Public debt becomes institutionalized
1750-1800s

1830-70

Tech
Telegraph & ticker tape
Information starts to accelerate

~ 50-100 years later

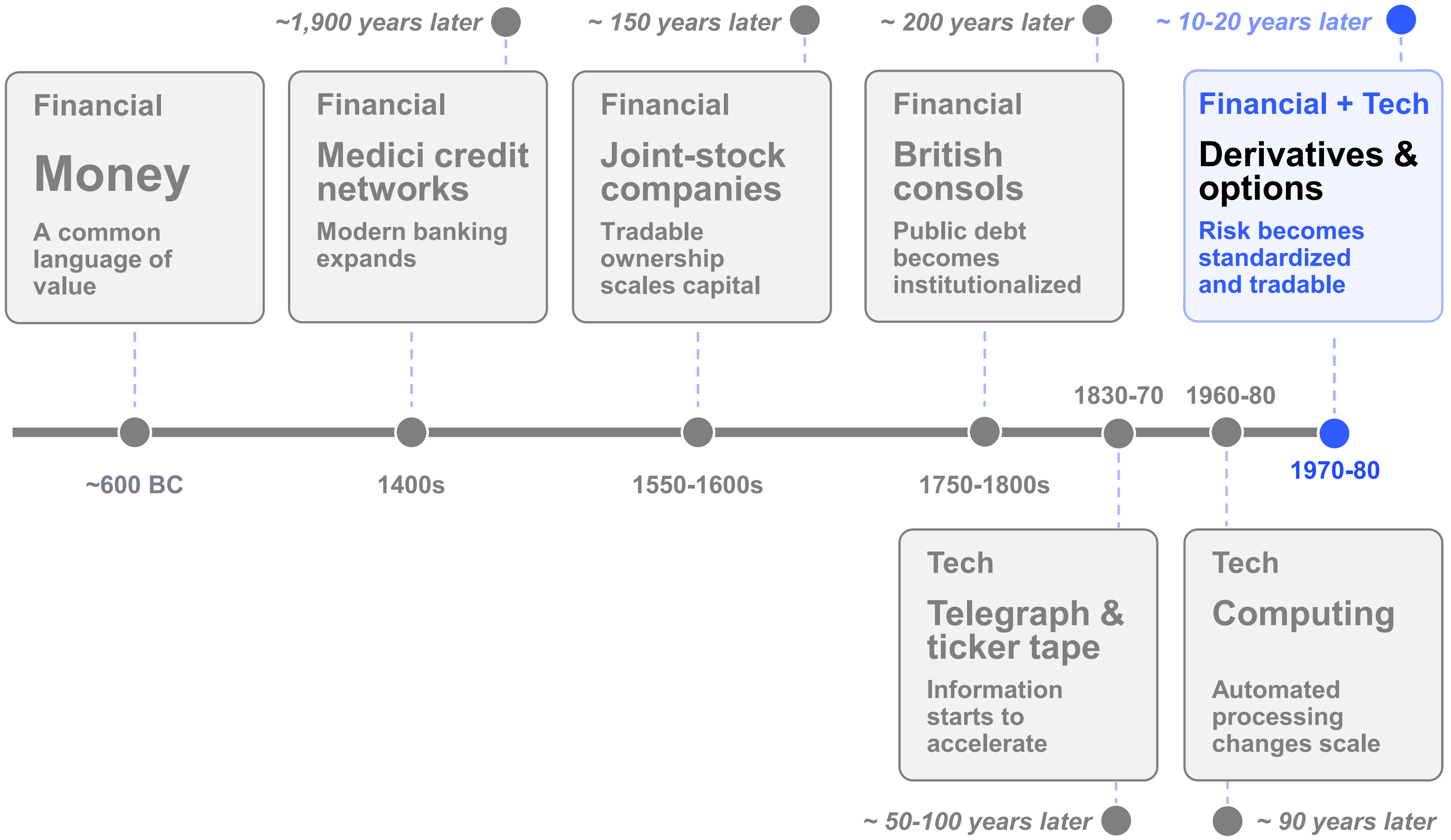
1960-80

Tech
Computing
Automated processing changes scale

~ 90 years later

Banking has a long history of paradigm shifts

The evolution of banking



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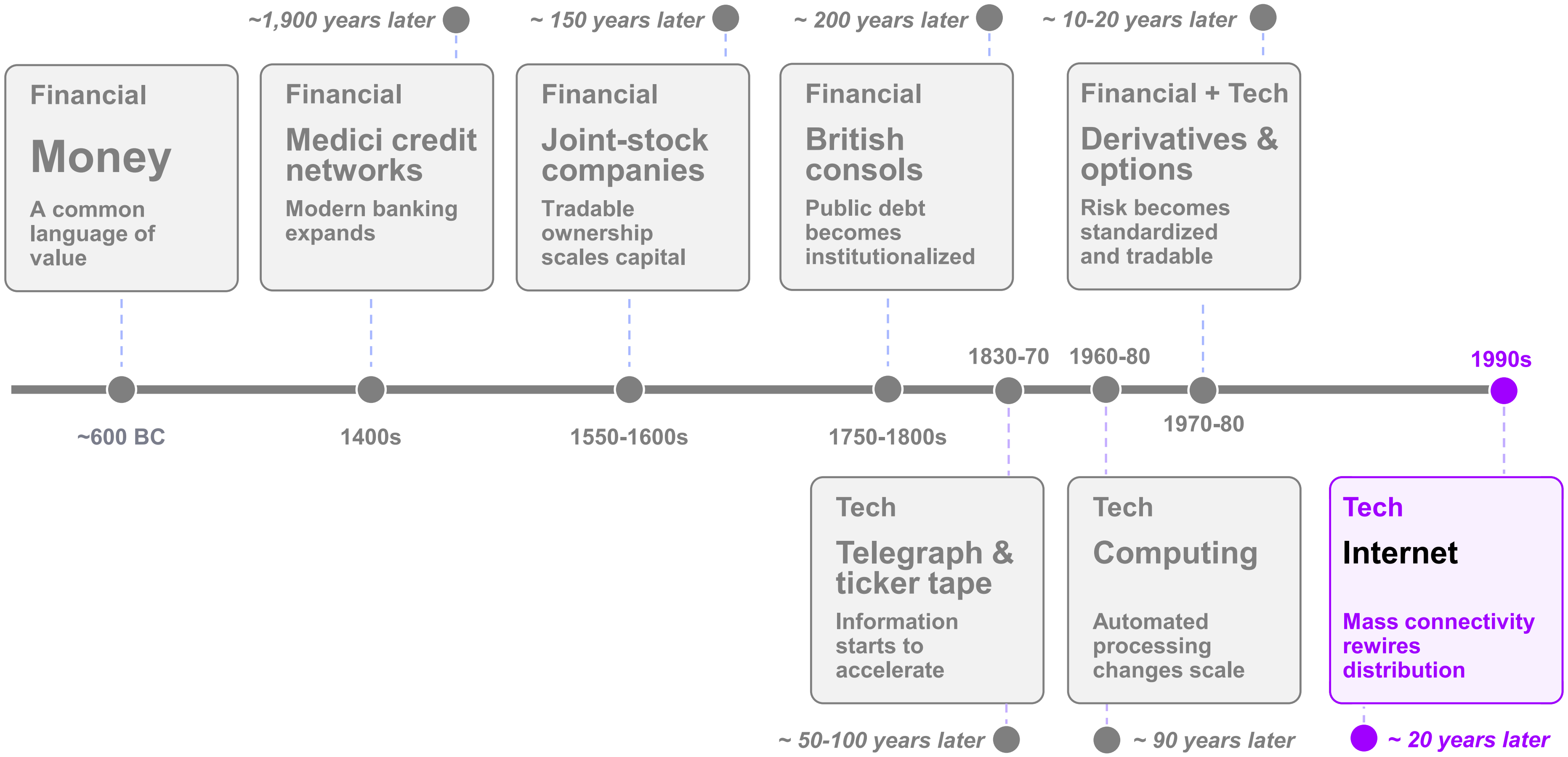

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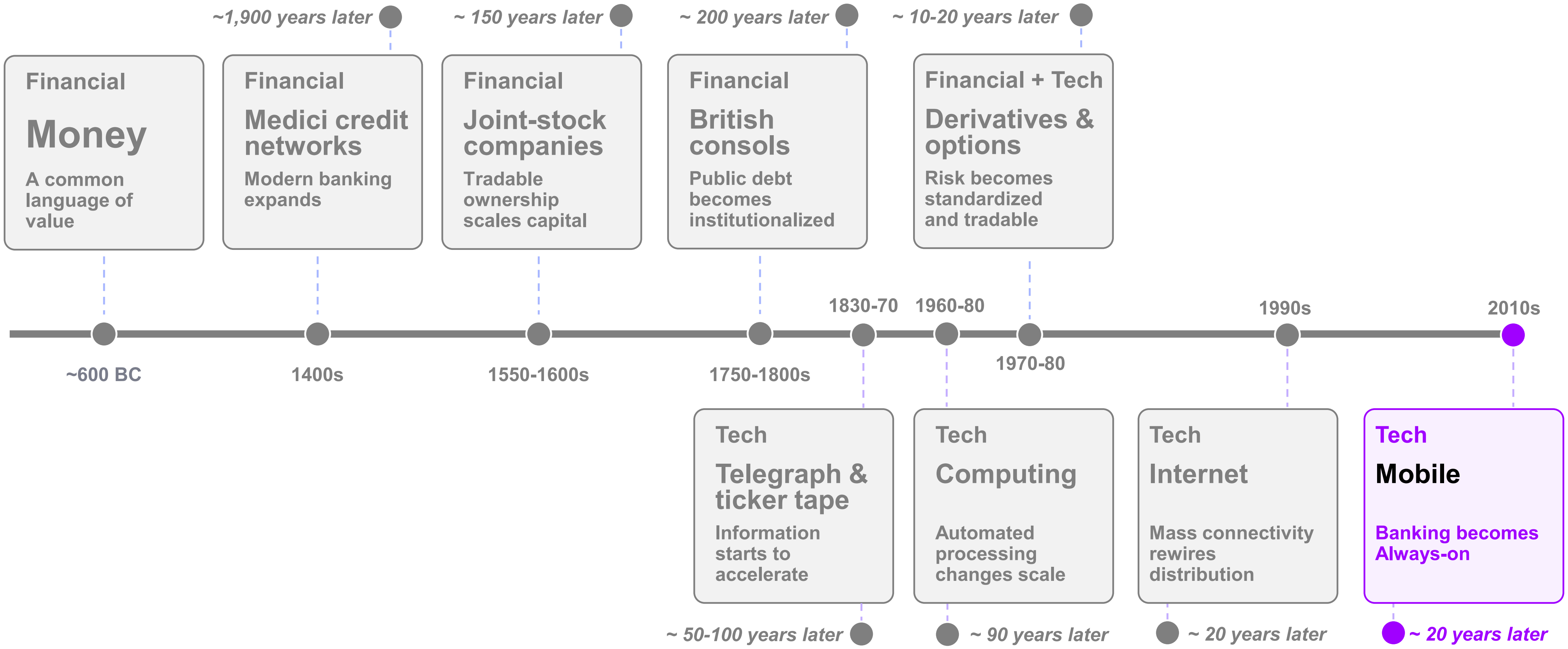

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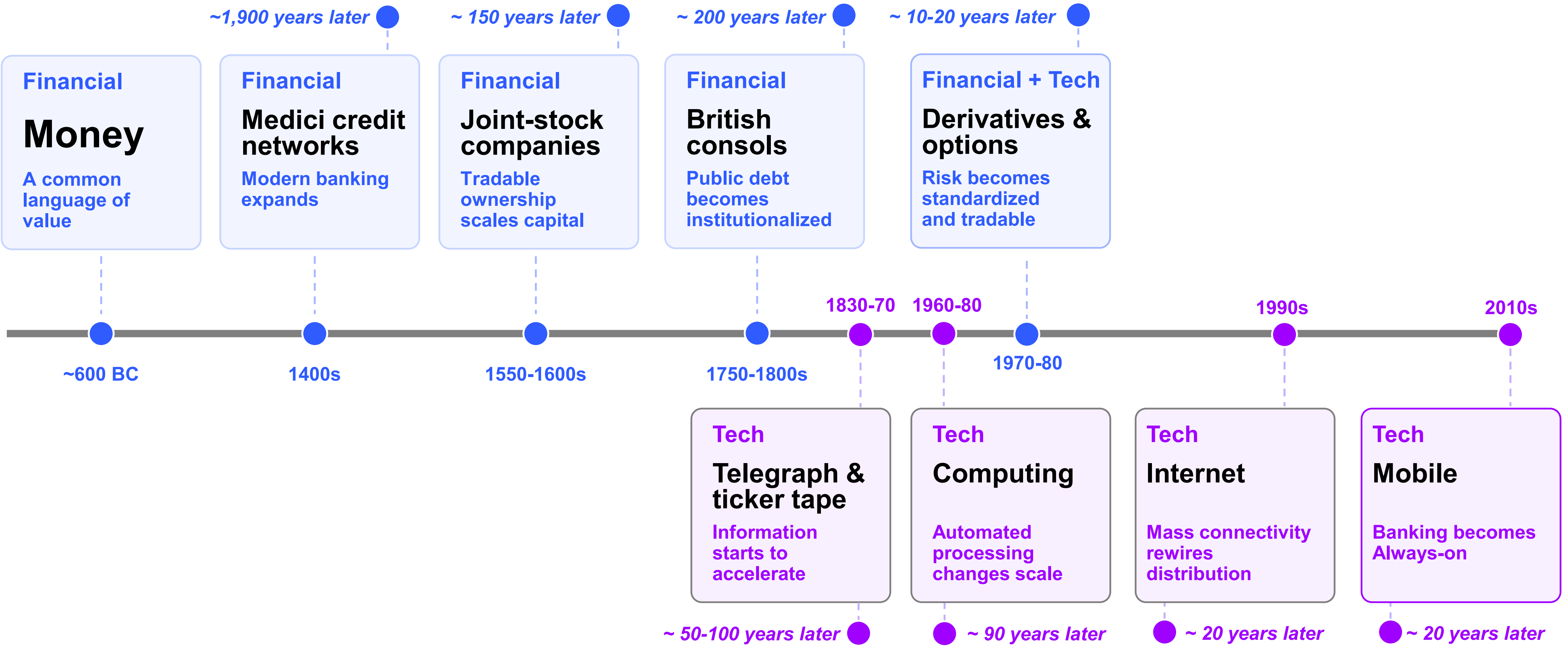
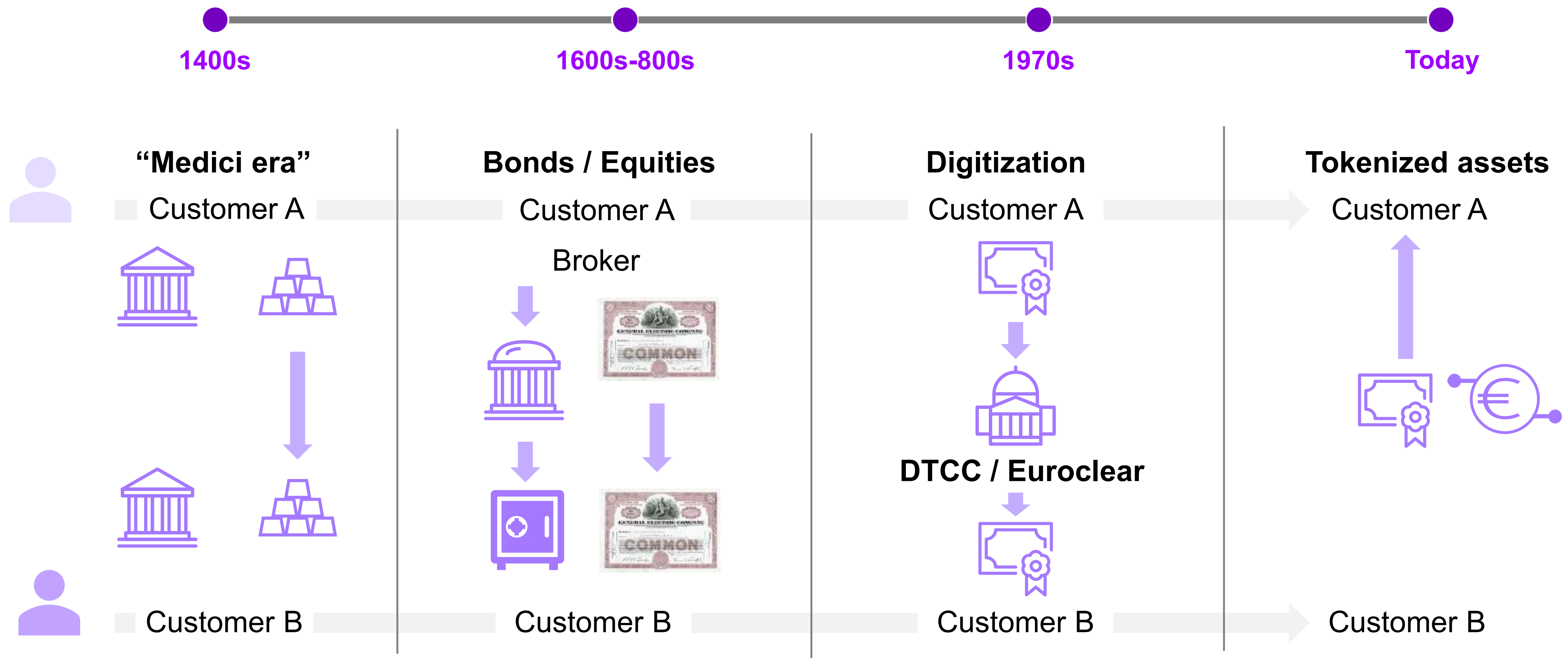


Tokenization paradigm shift

Tokenization will rewire the very foundations of banking



Tokenization
will change...

...how money moves

…how assets are stored

…how trading is settled

…how regulators need to think about banking

All assets can be tokenized

Digital-native assets
(cryptocurrencies, virtual goods, and digital memberships)

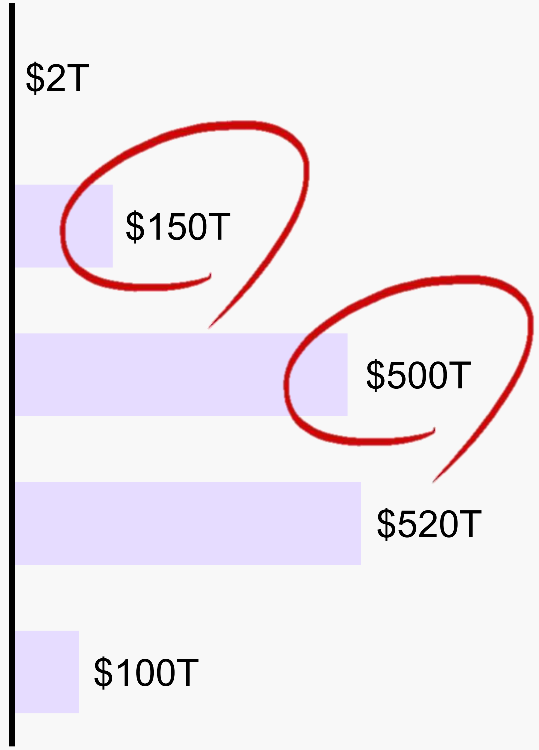
Money
(Deposits, stablecoins, CBDCs)

Financial assets
(stocks, bonds, loans, and funds)

Physical assets
(property, commodities, machinery, and collectibles)

Intangible assets
(intellectual property, licenses, data, and contractual rights)

Underlying value
(high-level estimate)



More than **$1 quadrillion of money and assets** in the world

Only 0.25%
is tokenized

Stablecoins are the global checking account for the crypto world

Backed by

Treasuries & equivalents

#5 global buyer of US Treasuries

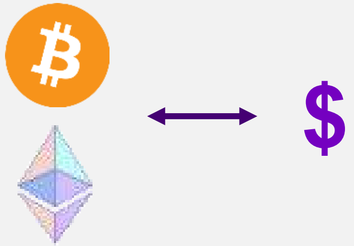
Checking account

Global stablecoins

USDT *(60-65%)*	**USDC** *(~25%)*	**Other** *(10-15%)*

~$300B assets (~99% in US$)

Major use cases

Buy & sell crypto	P2P/B2B FX	Money laundering
		
~75-85% Volume	*~5-10% Volume*	*~1-2% Volume*

~$15T in payments and adjusted transactions[1] (in 12M till June 2026)

Where are the transactions?

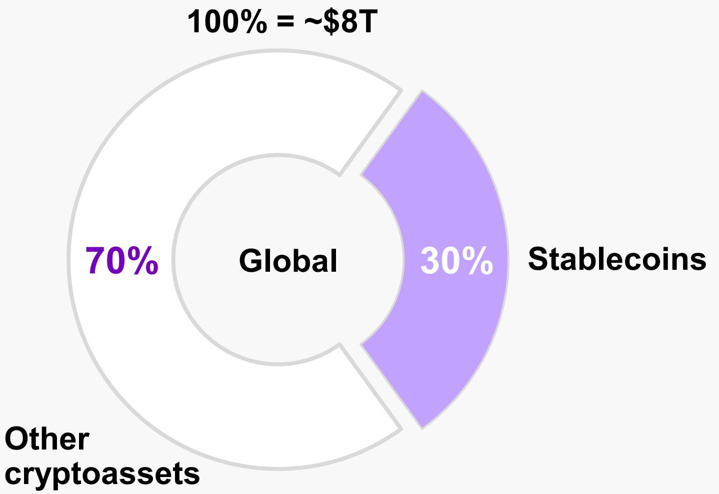
NA (36%)	**Europe (35%)**	**APAC (23%)**	**LATAM (6%)**

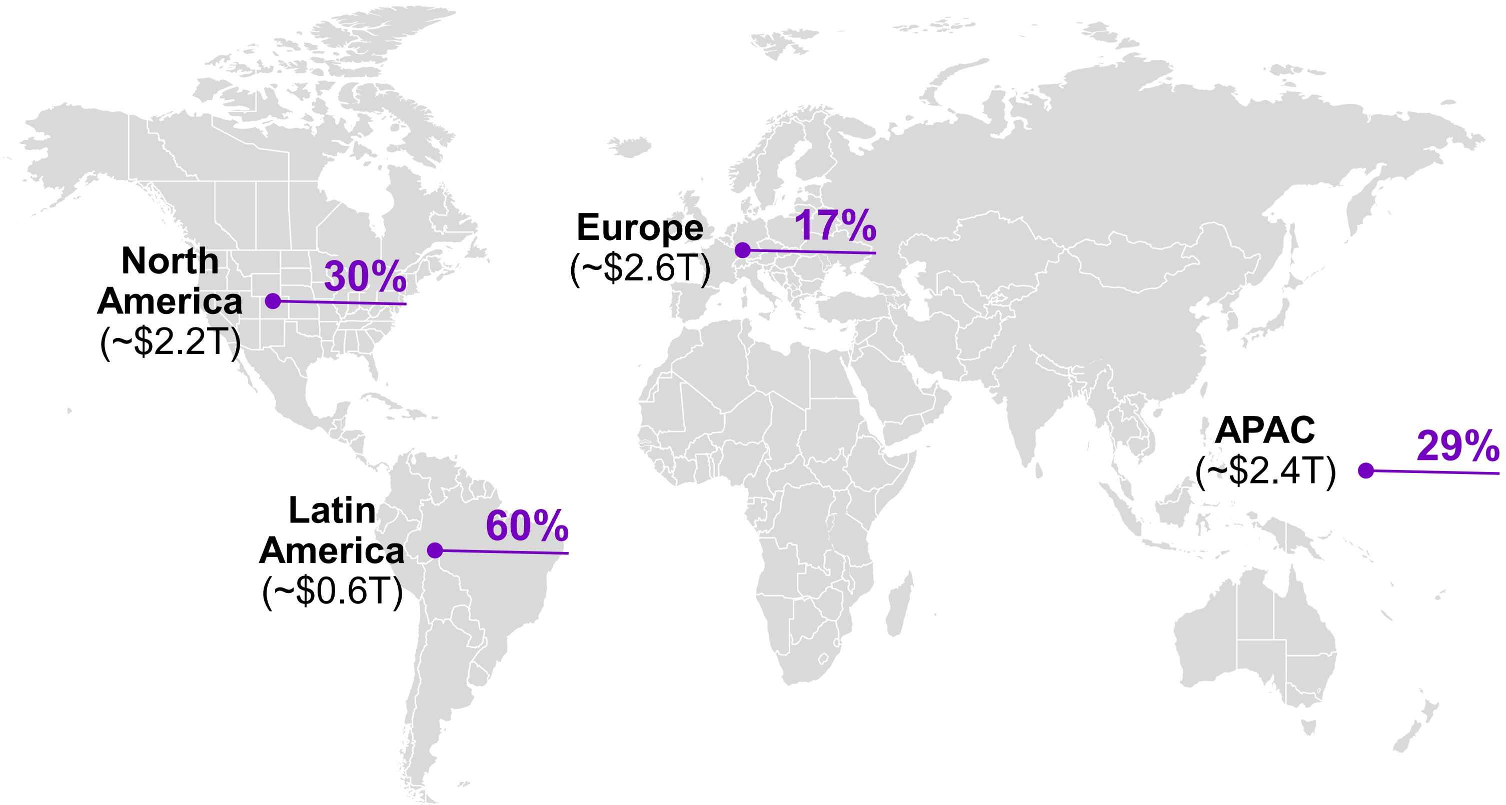
~280M holders (~18% monthly active)

1. Excluding bot transactions, internal smart contract transactions, intra-exchange transactions. Source: Accenture Research analysis based on RWA.xyz, Visa Onchain Analytics, Artemis, Visual Capitalist

Latin America stands out for stablecoin adoption — 2× the global share

Stablecoins as a % of total cryptocurrencies traded value by region
Inflows, 1H24–1H25.





Source: (1) "The Geography of Crypto Report" (2025, 2022, Chainanalysis) for crypto activity. (2) Stablecoins share of traded value is estimated using a combination of exchange-level data and third-party market analytics sources (including Cambridge Digital Money Dashboard, IMF, Bitso, Buda, Bitwage, Plasma, Kaiko). Stablecoins global % based on last available data from TRM Labs, validated with IMF. (*) On-chain activity, i.e., transactions publicly validated and permanently recorded on blockchains.

Consumers have been rapidly adopting stablecoins…

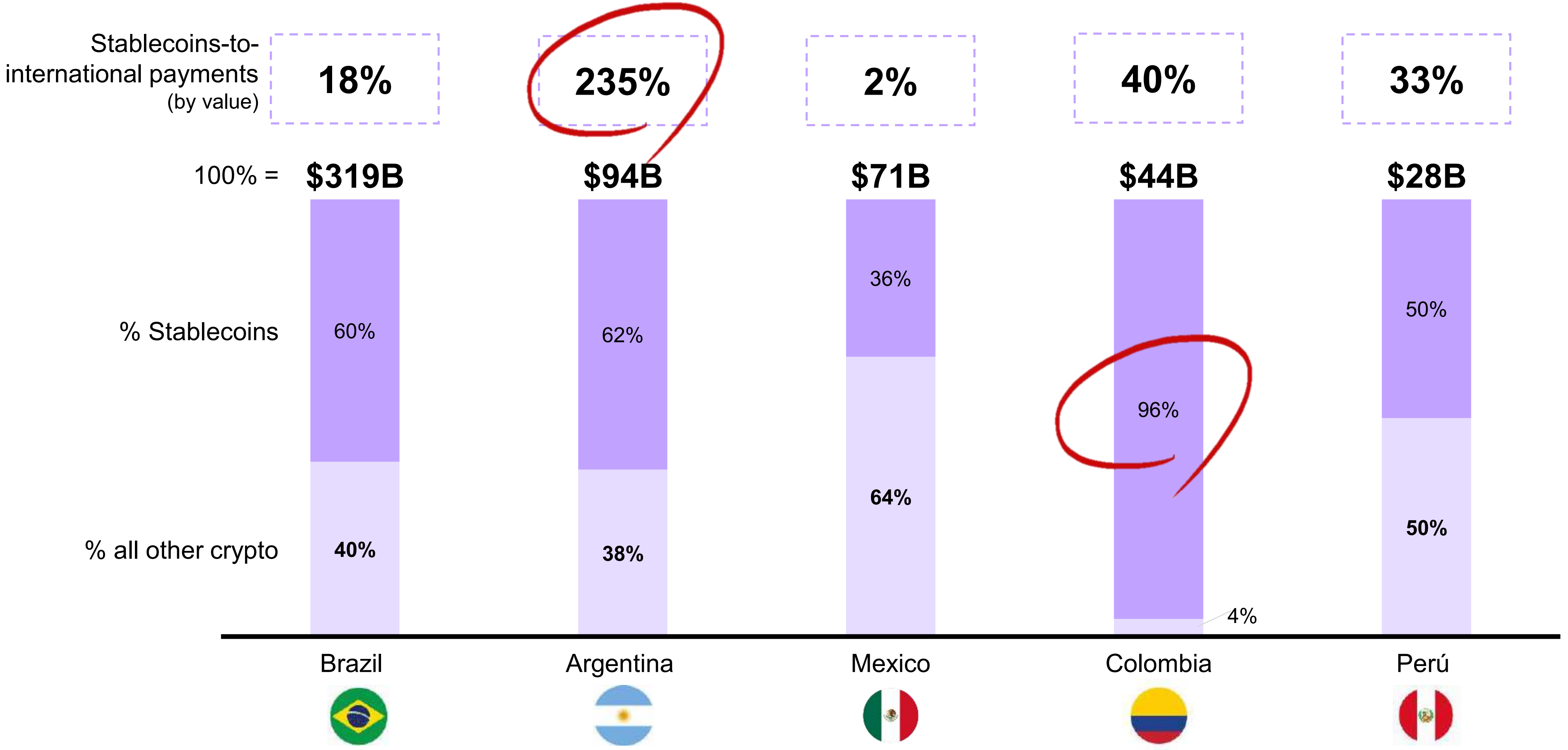
to bypass strict FX controls, high tax burdens, and costly remittances

Stablecoins and cryptocurrency traded value
Value in $B,
1H2024-1H2025

Stablecoins represent

~14%

of Latam international payment flows.

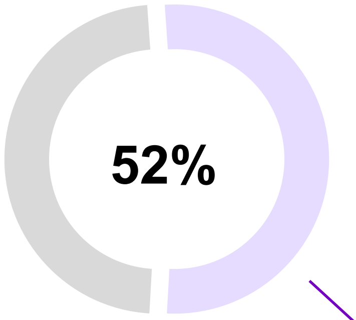


Source: Latam --- "The 2025 Geography of Crypto Report" (Chainalysis) for crypto activity. Leveraged GlobalData for International payments refer to the annual value of cross-border transactions (credit transfers, direct debits, and payment cards) and remittance flows (separate category for P2P transfers) (¹) While ~97% of cross-border payments in other countries are done by credit transfers (i.e., bank wires / SWIFT / corporate payments), in Argentina international credit transfers are less due to strict regulations. (²) Colombia: based on USDT–COP (stablecoin-to-fiat) exchange flows, as per publicly available data.

An emblematic stablecoin story:

Argentina turned currency instability and controls into mass stablecoin adoption

Estimated annual stablecoin inflow to Argentina via **freelancer work**[1]
$ billions, as of November 2025



of Argentine freelancers get paid in stablecoins
(30% USCD; 22% USDT).

…implying an estimated inflow of

~$8B
per year

…representing

16% of Argentina's gross FX reserves[2]

Regulation seeks to bring USD flows onshore

SEP 2025 No mandatory FX conversion or annual caps on bank accounts

FEB 2026 Fiscal Innocence Regime

$284B
Dollars of offshore wealth

~6%
of GDP in dollar banking deposits

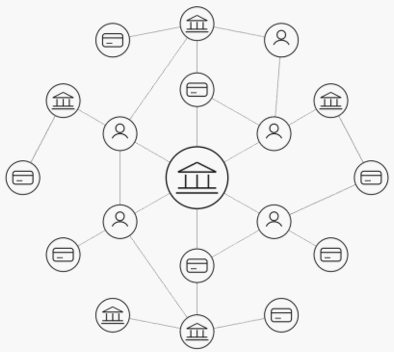
Source: BCRA, INDEC, World Bank.
[1] Based on an estimated base of 500,000 freelancers and a monthly salary of around US$2,500 (public data).
[2] Gross reserves as of August 2026. [3] 1T26, INDEC. USD GDP 2025, World Bank. USD Banking Deposits as of July 2026, BCRA.

And if that wasn't enough, this is coming for corporate payments too…

Siemens × Kinexys by J.P. Morgan

190 countries | 100+ currencies

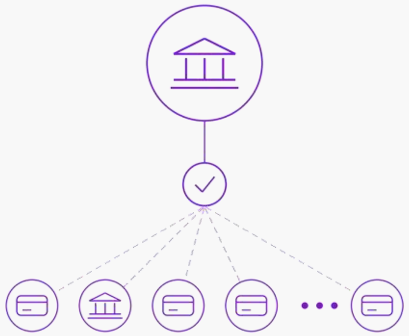
From: **Fragmented treasury**



- **Multiple** bank accounts
- **Siloed** liquidity
- **Manual** cash management

KINEXYS
by J.P. Morgan

to: **Autonomous liquidity**



- **Virtual** accounts
- **Centralized, programmable** liquidity
- **Real time** visibility

Business impact for Siemens

50% reduction in **bank accounts**

70% less **management effort**

80% automation of **cash processes**

Source: How Siemens Treasury redefines financial operations through innovation and technology

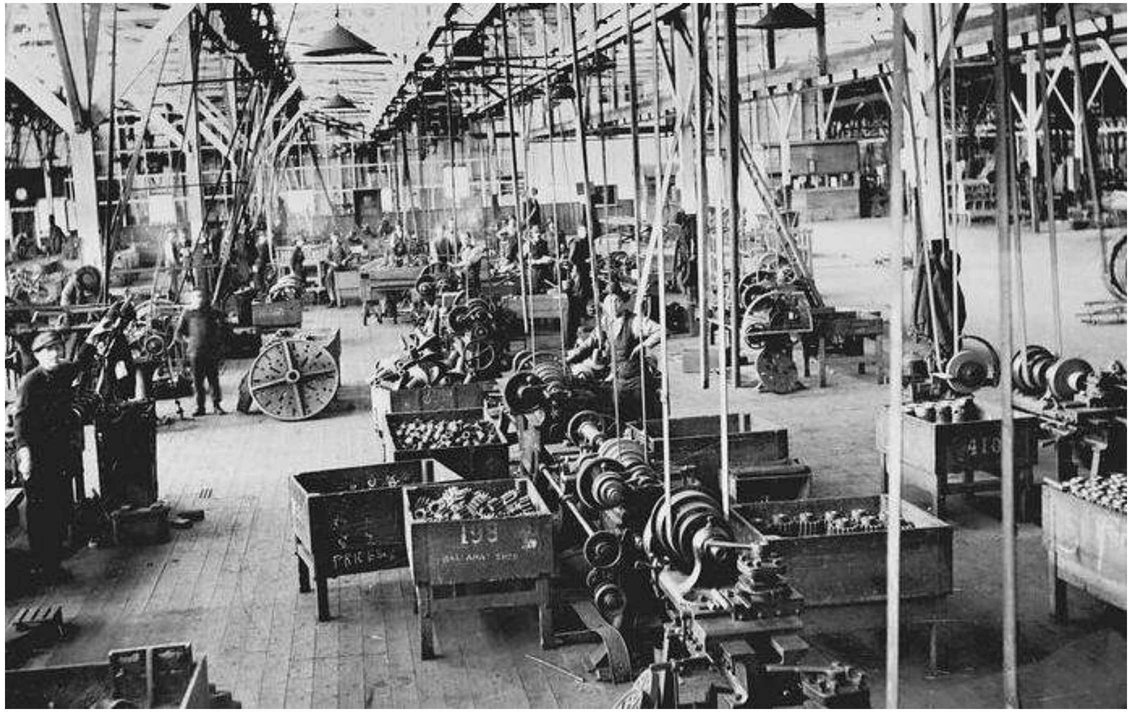
In a tokenized world, regulation and supervision must become atomic and real-time as well...

The emerging risks

1. 24/7 will amplify run risk
2. Faster propagation of systemic shocks
3. Less room to manage devaluation
4. Shared infrastructure can concentrate operational & security risk

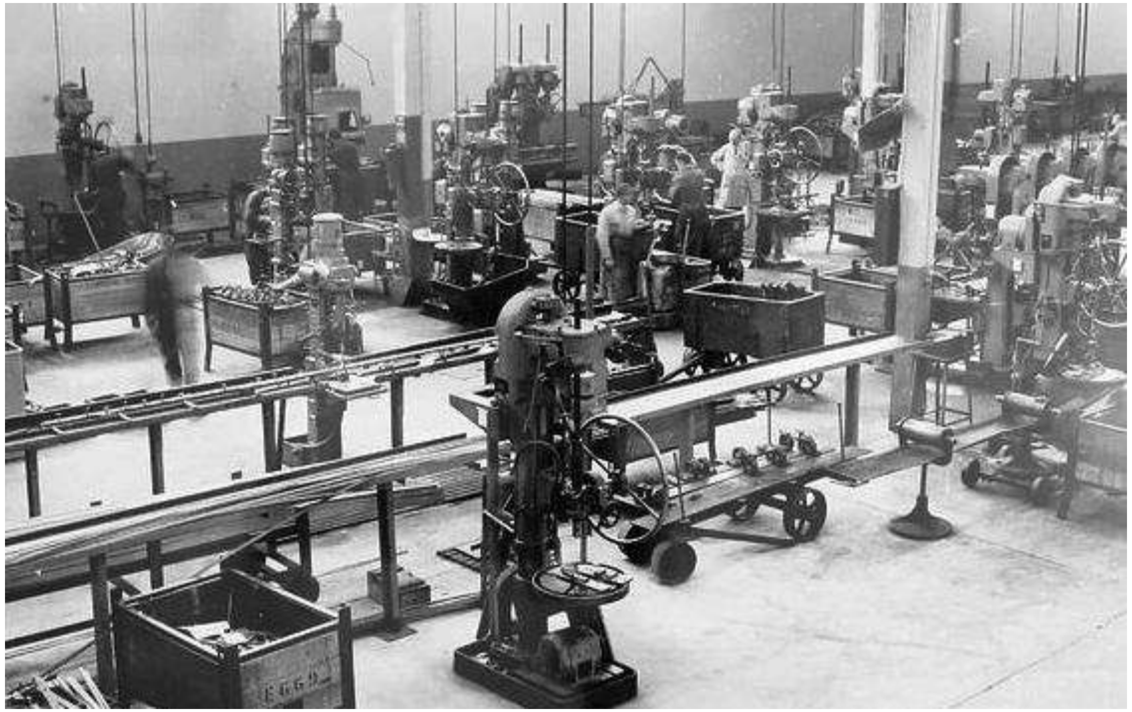
AI
paradigm shift

Productivity comes when work is redesigned around technology



Australian agricultural equipment company in 1918

New technology **powers existing workflow**



Same agricultural equipment company in 1950s

The workflow is **redesigned around the new technology**

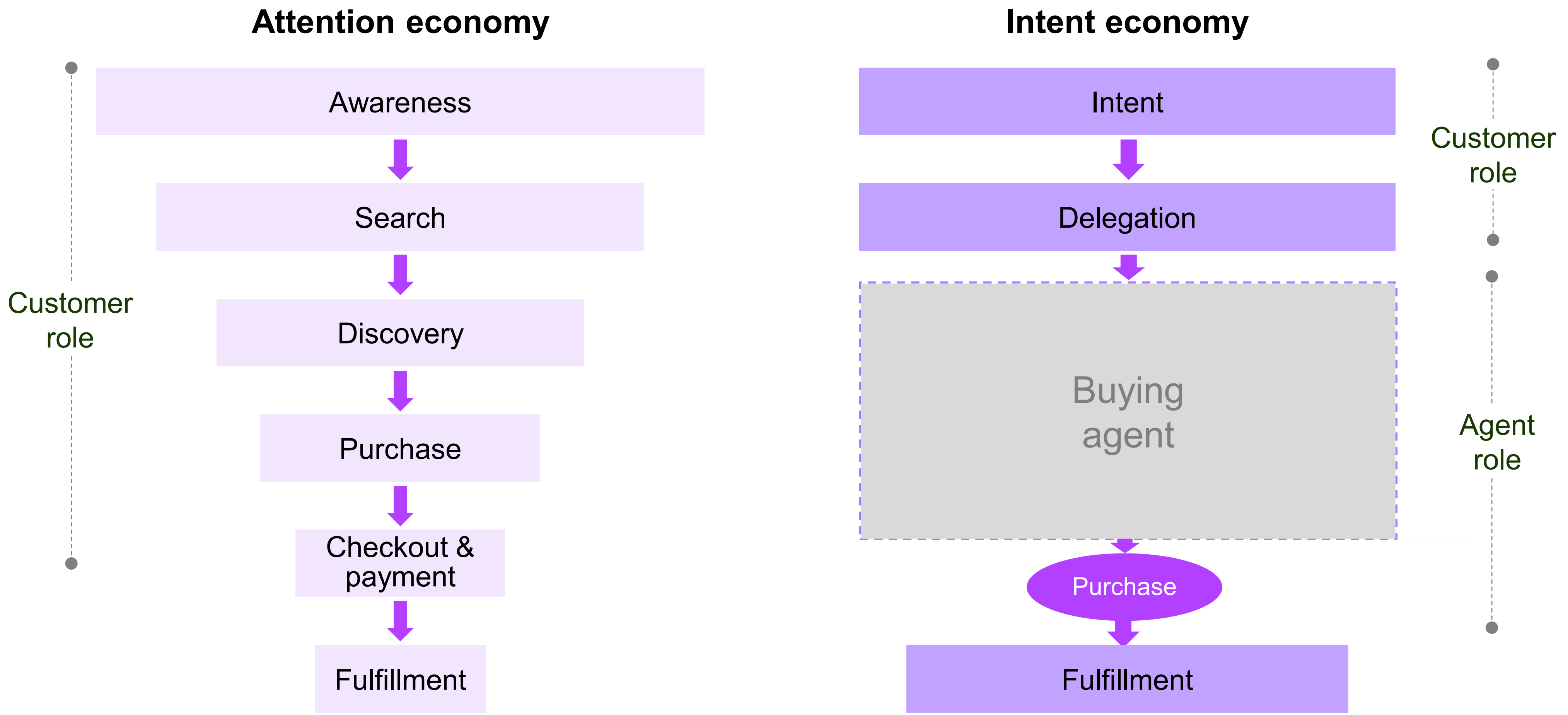
Source: Museums Victoria

AI will change how we think about...

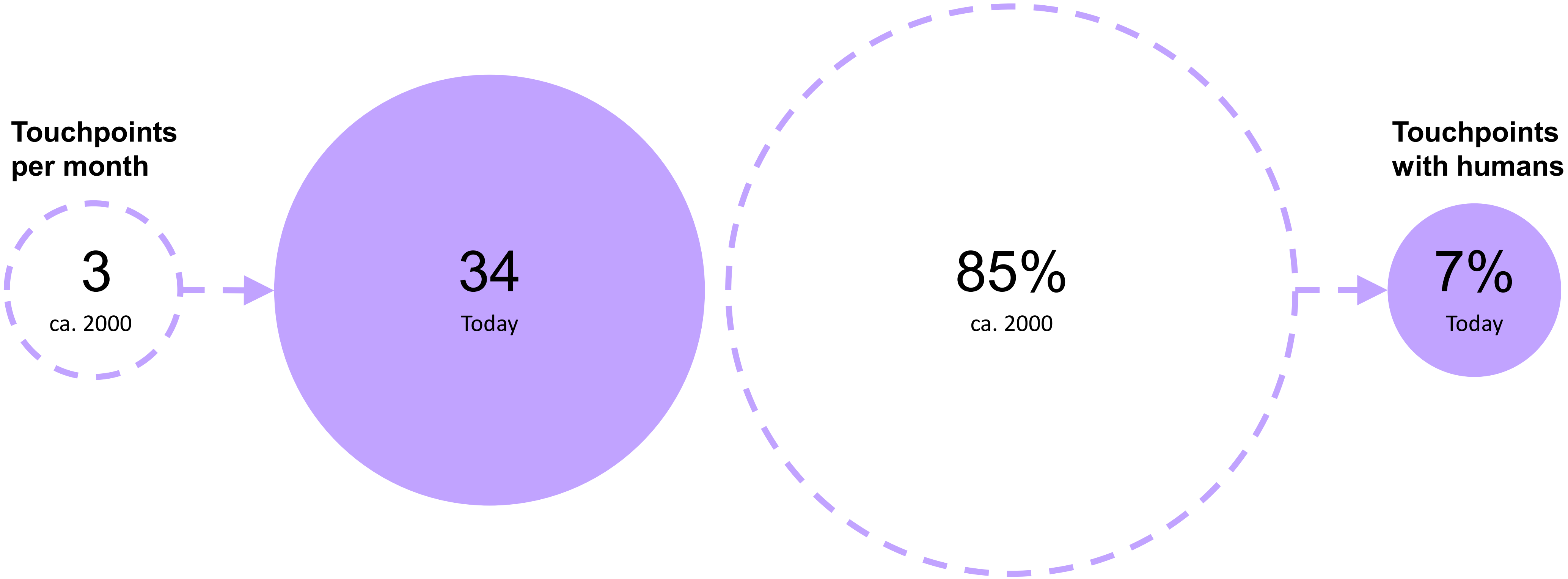
	From...	...To
Interacting with a bank	Attention	**Intent** Great relationship managers delivered at digital scale
Running a bank	Manual ops Serial work	**Zero ops + parallel** AI-native operations Local expertise moves closer Business + Tech merge
Building a bank	Programming Agile dev	**Engineering** Adaptive dev Open source + Custom models
Competing in banking	Price opacity	**Transparency** Transparency layers over financial products

Source: Accenture

The intent economy will reshape commerce flows, including banking



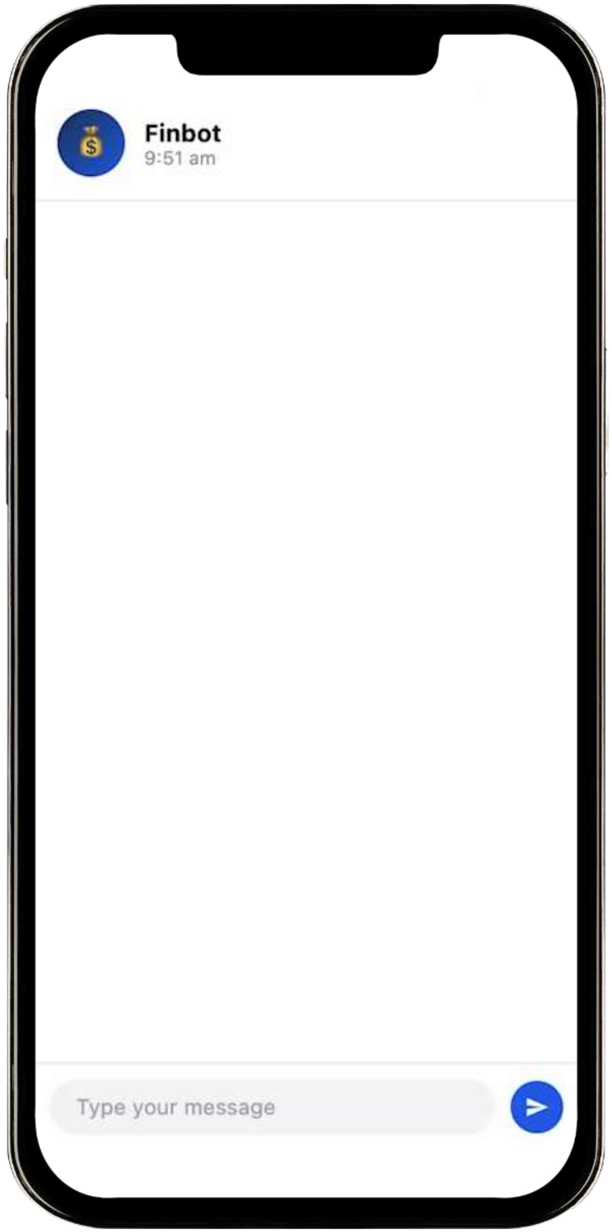
Banking spent the last 25 years fighting for customers' attention... does it matter anymore?



Source: Accenture Research analysis

A Turing Test for banking…

Every digital touchpoint should feel like talking to a banker who is there to help you.



Mortgage process **today**

Loan origination

- Acquire & advise
- Apply & verify
- Decide & price
- Close & fund

\+

Mortgage tech platform

- Digital channels & CRM
- Workflow management
- Data & documents
- Core integration

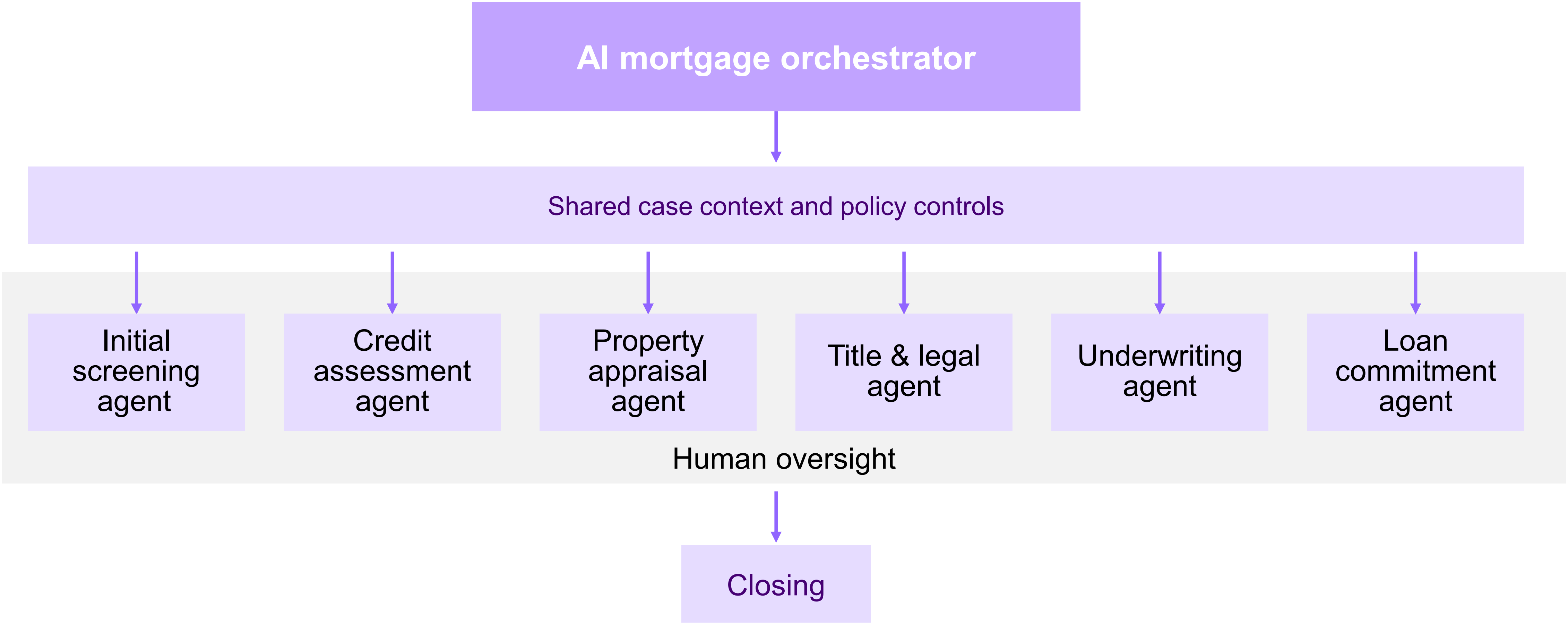
\+

Loan operations

- Board & service
- Manage changes
- Handle exceptions
- Payoff & report

Work organized around **functions**

Mortgage process **redesigned with AI**



Work organized around **outcome**

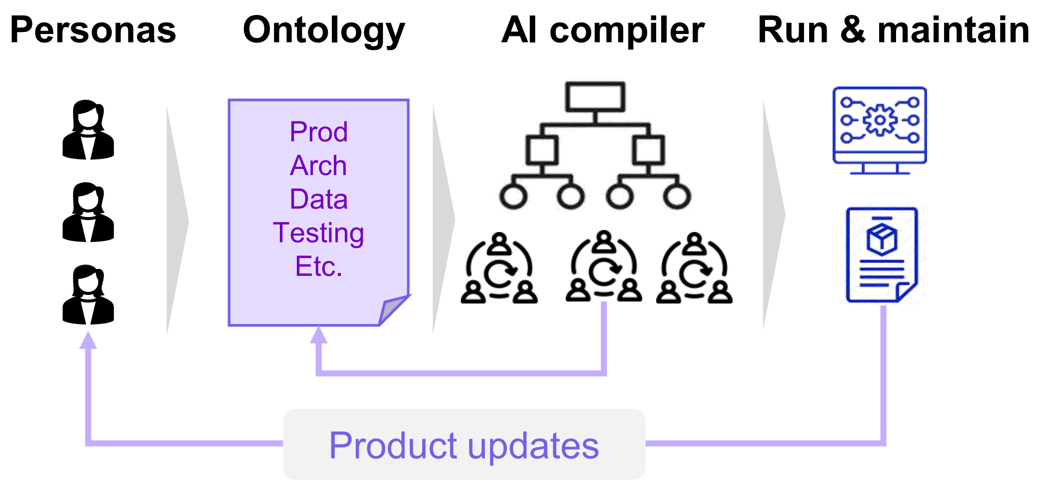
Adaptive Development – rethinking software development in the age of AI

Massachusetts Institute of Technology

+

accenture

Adaptive SDLC: Natural language system ontology (source of truth) enables predictive continuous evolution of the system



5-10X
Faster end to end delivery

Source: Accenture & MIT Analysis

Your Money Score

Illustrative

Finextra

OpenAI begins roll out of personal finance suite

OpenAI has released a preview of a new integration with account aggregator Plaid that enables ChatGPT users to connect all of their accounts and ask questions ranging from spending analysis to future financial planning.

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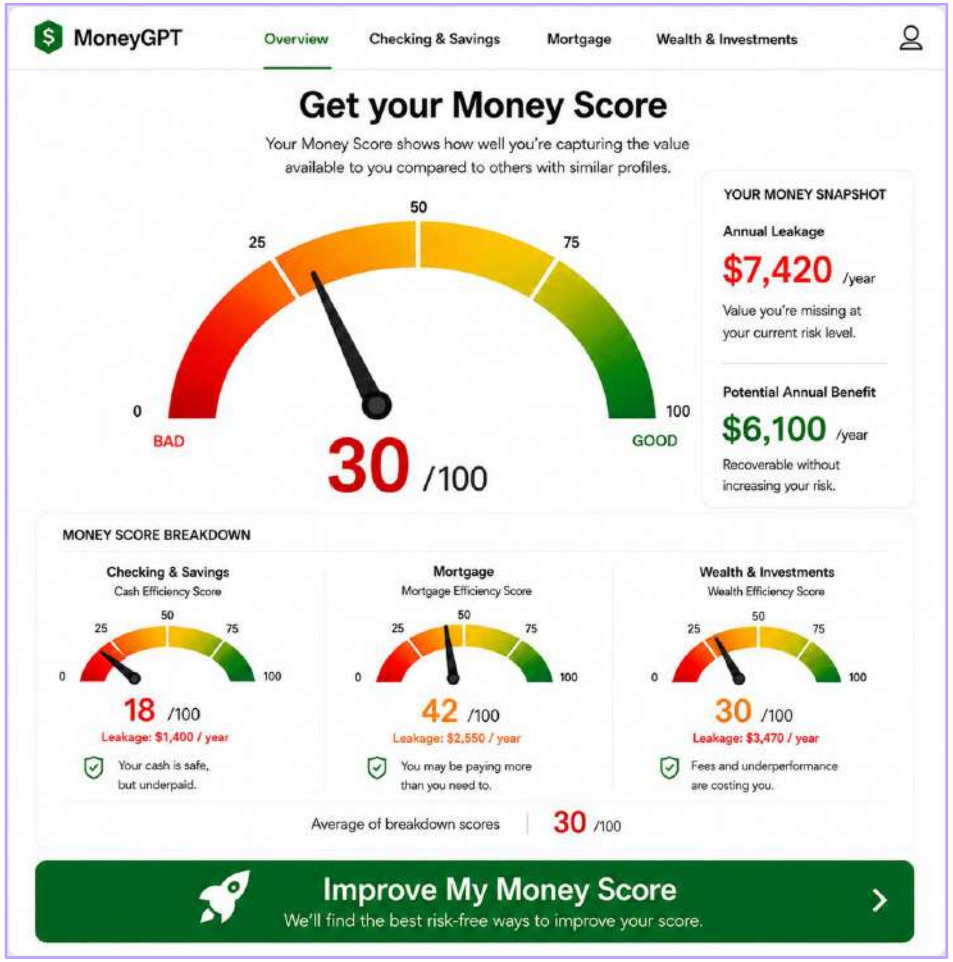


Source: Finextra; Accenture Analysis

Illustrative

Optimize my money

WHERE YOUR CASH IS TODAY

Account	Institution	Balance	Current APY	Potential APY	Annual Leakage
Checking Account	Bank A	$5,000	0.00%	1.00%	$50
Primary Savings	Bank A	$25,000	1.00%	4.00%	$750
Secondary Savings	Bank B	$30,000	2.00%	4.00%	$600
Total		**$60,000**	**1.50%**	**3.33%**	**$1,400**

Recommended Next Step

Move $60,000 to higher-yield safe cash options.

Estimated annual benefit: **$1,400**

Optimize My Cash >

See best options for your cash

100% Risk Matched
Same safety. Better yield.

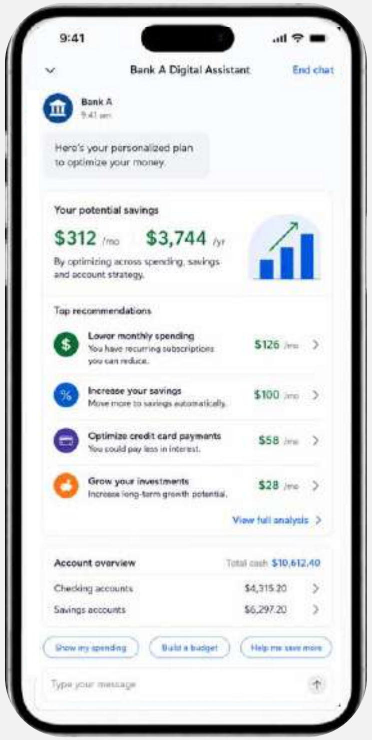
FDIC Insured Options
Up to $250,000 per institution.

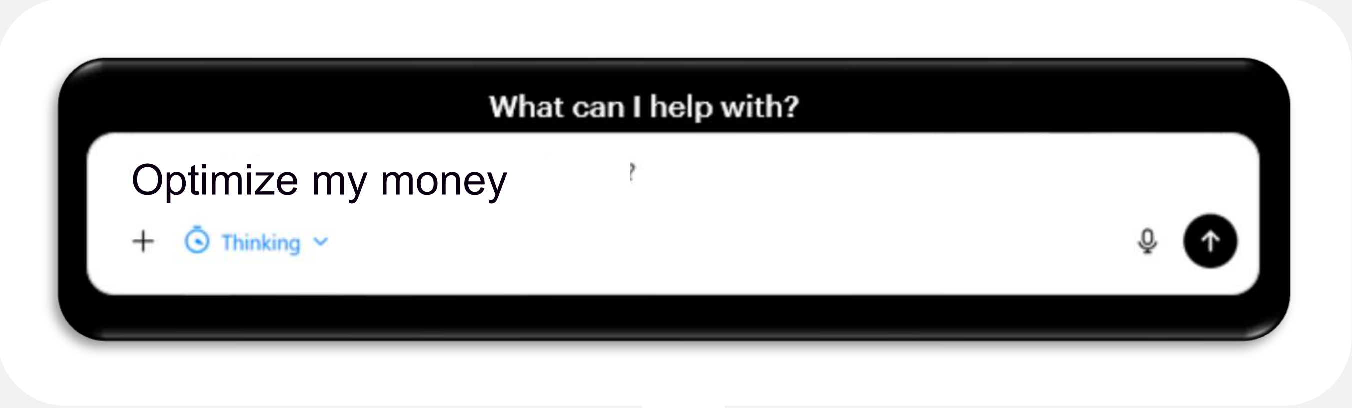
Treasury-Backed Options
Backed by the U.S. government.

MoneyGPT: You can play offense or defense.

Offense

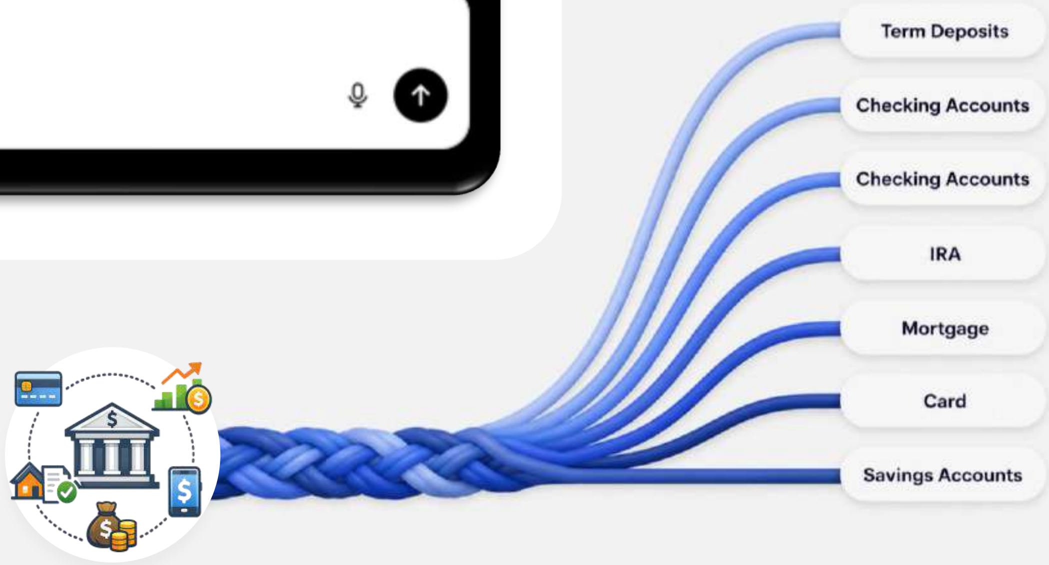
“Optimize my money”





Defense

United we stand, divided we fall



The paradigm shifts won't change what banking is all about

Banking = Trust x Capital

Eternal equation of banking