

TREASURY SERVICES

# Electronic Alternatives Improve Treasury Performance

Treasury organizations are getting serious about saving money, boosting efficiency and reducing their environmental footprints



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# Responding to a Changing Environment

**Companies around the world face tough and persistent competitive pressures, and they are developing new policies and adopting best practices to boost financial and environmental performance.**

These initiatives are extending to treasury operations, where managers are adopting electronic solutions that respond to the following industry trends – helping them reduce costs, improve efficiency and conserve natural resources:

- Economic pressures are forcing many companies to tighten their belts, find new ways to lower operational costs and fund more projects internally rather than through the credit markets.
- Growing transaction volume, expanding global networks, the accelerating speed of business, limited resources, expanded responsibilities and increased collaboration with other internal departments all open the door to electronic solutions.
- The evolution of SWIFT Corporate Access gives corporations easy access to secure, resilient and standardized delivery of electronic messages between banks to enhance connectivity, streamline communications and create a more efficient payment environment.
- Payments fraud and business continuity have emerged as critical business risks that require careful management.
- A variety of stakeholders – from customers and business partners to investors – are committed to supporting environmentally responsible paper production and consumption practices.

J.P. Morgan recognizes the significant economic and environmental consequences of paper production, use and disposal. In 2007 Treasury Services launched a Go Green initiative to support a paperless treasury environment. A staff of dedicated professionals has reached out to more than 25,000 clients, offering support and services to help them adopt electronic solutions. This effort has helped clients reduce costs significantly while eliminating millions of paper documents from the treasury work stream.

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**96% of CEOs believe that sustainability issues should be fully embedded into the strategy and operations of a company, while 81% believe that this is true for their company.<sup>1</sup>**

– United Nations and Global Compact Survey 2011



1. United Nations and Global Compact Survey 2011, "A New Era of Sustainability: CEO reflections on progress to date, challenges ahead and the impact of the journey toward a sustainable economy."

# Building a More Efficient Treasury Operation

## Treasury operations have traditionally been paper-intensive environments.

On the receivables side, many companies still generate paper invoices and mail them to suppliers at regular intervals. Paper checks and documentation arrive from lockboxes each day, and treasury staff enters data manually into the accounts receivable system. They rely on a variety of paper statements and reports to track transactions and manage cash flow.

On the payables side, companies issue paper checks daily to pay vendors, employees and business expenses – and receive a variety of ancillary paper documents that include reconciliation reports and stop payment advices. Boxes of cancelled paper checks are returned to them, which then must be stored in secure locations to comply with internal and regulatory guidelines. And whenever customers ask questions about past transactions, treasury staff must find these documents. The inefficiency of this traditional approach has led many companies to adopt electronic processes.

Paper documents also expose companies to significant business risks. Natural disasters and other business disruptions can destroy critical company and customer documents and bring the entire cash management process to a halt. Paper documents are also more difficult to protect from unauthorized viewers. And in a troubled economy, companies that issue paper checks are more vulnerable than ever to check fraud.

To reduce redundancies and better manage risk and business continuity, treasury departments are moving steadily toward a “zero-return” environment, where they send and receive information electronically with no paper returned. They’re analyzing the paper volume that their treasury operations create – not just receivables, check disbursements and statements, but also the paper associated with information reporting and electronic payment advices. They’re adopting new processes supported by technology that meet their requirements for accuracy, secure transactions and regulatory compliance. And in the process, they’re creating leaner operations that benefit their organizations in the following important ways:

- Reduced transaction costs
- Increased operational efficiencies
- Reduced fraud exposure
- Strengthened disaster recovery plans
- Reduced impact on the environment

J.P. Morgan has created a variety of tools to help treasury managers review current operations, develop a strategy to migrate to a paperless environment and reduce redundancy by adopting an electronic treasury platform. These tools are available at [jpmorgan.com/eco](http://jpmorgan.com/eco).

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**82.9% of treasurers foresee “gaining efficiencies with electronic alternatives” as a positive impact of becoming a completely “green” treasury operation, while 55.2% expect to realize financial benefits on bank fees and/or internal costs.<sup>2</sup>**

– Treasury & Risk 2012 Going Green Survey







# Consolidating Receivables Management and Collections

**Treasury managers are often surprised to learn how much their paper-based receivables processes cost their companies in workflow management, research and document storage and destruction costs.**

It costs thousands of dollars each year to return paper checks and documentation from lockboxes, enter data manually into the accounts receivable system and manually identify and resolve exceptions. It can cost hundreds of thousands more to store these documents in compliance with internal and regulatory guidelines. And customer questions about past transactions lead to additional research costs.

What's more, many companies unknowingly operate redundant processes that generate additional costs. For example, some insist on paper backup copies of imaged checks – and pay the extra processing and courier costs to receive them. Others have not adapted their technology infrastructures and workflows to take full advantage of an image-based process. They may still manually input receivables data that has already been captured electronically. These companies can take the first step toward lower costs and greater efficiency simply by shutting off the paper flow, and by leveraging data key/capture features inherent in most electronic treasury tools.

## Reengineering Receivables

An electronic receivables process mitigates many of these costs.

The following best practices for reengineering receivables will provide greater control over receivables processing and enhance operational productivity and environmental performance.

- Take paper out of the invoice delivery and receipt process by using an online bill presentment and payment solution like J.P. Morgan's Pay Connexion<sup>SM</sup>. Customers can phone in payments or use a convenient, customized web portal to pay invoices and manage payment and account information online.
- Employ a desktop remote capture solution for payments received at company offices. J.P. Morgan offers a variety of such solutions, including Image Deposit Direct<sup>®</sup> and Virtual Remit<sup>®</sup>. This technology saves time and money by providing quicker access to funds, and by eliminating trips to the local bank branch and/or overnight courier costs.
- Utilize ATM Business Deposit Cards, which enable staff to make cash and check deposits at more than 10,000 Chase ATMs – and track and reconcile deposits online – without deposit tickets or envelopes.

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42% of scanning and capture projects achieved a payback period of 12 months or less, while 57% of projects achieved payback in 18 months or less.<sup>3</sup>

— AIIM Report 2012 



- For cash payments received at retail or office locations, retailers can consider an onsite Smart Safe solution, which provides same-day provisional credit. Smart Safes help protect against theft and provide added security for both employees and cash. This solution reduces both the costs and the environmental impact of transportation, since armored couriers no longer need to pick up deposits daily.
- Encourage customers to submit payments via ACH, wire transfers or credit card. These payments are electronic and may provide faster funds availability. To support compliance send them a simple remittance form they can attach to their payments.
- Take advantage of the image capture and retention tools that banks typically use to automate and improve virtually every kind of receivable. This technology enables them to capture receivables information onsite at the bank – and provide faster access to documentation and eliminate the transportation costs to return this paper. Instead of waiting for paper reports to arrive and disseminating them, treasury staff can use the bank's online channel to improve internal workflow, receive automated exception notices and make same-day exception decisions.
- Review the process for routing receivables information to other departments such as credit, accounts receivable and customer service. Utilize an online repository for all receivables-related transactions and image information. Many banks offer such receivables management systems. J.P. Morgan's Receivables Edge<sup>SM</sup> supports search and navigation, provides automated payment alerts, includes workflow tools that enable online collaboration with others and enables cash managers to make advanced transaction queries and identify and track exceptions. Receivables Edge can also help companies address the growing number of payments that are sent without remittance detail. Data enrichment provides companies tools to upload data in advance and then automatically associate it when the payments arrive.
- Automate the process of sharing internal reporting by circulating it electronically.



## CASE STUDY

**CHALLENGE**

The treasury and accounts receivable teams at Kellogg Company were spending valuable time and money managing nine lockboxes. They relied on manual processes to open and sort mail, match check images and index data. In addition, it was taking them 7 to 10 business days to share remittance information internally. In the process, they were generating, copying and distributing approximately 9,000 documents each month before binding and storing 36,000 pages. When the company began an initiative to reduce paper consumption the treasury team looked for an electronic solution that would allow them to share and store documents electronically.

**SOLUTION**

The company adopted J.P. Morgan ACCESS® and Receivables Edge receivables management portal to bring all its vital documents online. Staff now uses a lockbox remote capture service, Virtual Remit, to capture images of checks and documents at their desktops. By consolidating and indexing all data and images and storing them in a single online repository, approved staff around the globe can access information instantly.

**RESULTS**

- Saved nearly \$500,000 to date by eliminating remittance storage fees and overnight couriers, reducing bank fees, converting to an online card processing system, delivering statements and documents electronically, and redeploying headcount

- Eliminated more than 500,000 pages a year in printed and/or copied bank account and billing statements, foreign exchange confirmations and invoices from more than 300 accounts
- Eliminated 205 bank accounts



## CASE STUDY

**CHALLENGE**

As one of the world's largest transportation service providers, YRC Worldwide, Inc. receives thousands of paper checks daily from its commercial and retail customers. 72% of its remittances were paper and arrived through its lockbox. Managing and storing thousands of payments each day was consuming an excessive amount of time and resources. In addition, mail float from this paper-intensive process was delaying access to working capital. YRC Worldwide turned to J.P. Morgan to develop a strategy to move customers toward electronic payments and implement an electronic receivables environment.

**SOLUTION**

J.P. Morgan provided YRC with marketing material that could be shared with its customers articulating the benefits of using electronic payment options. The campaign included a compelling case study and easy steps YRC's customers could follow to convert to more eco-friendly payment methods. And to reduce paper consumption, YRC set up a virtual lockbox to expedite deposit and cash posting for checks sent to their offices.

**RESULTS**

- Eliminated daily float on \$250,000-\$500,000 in payments
- Reduced paper payments by 6% through the customer marketing program
- Satisfied SOX controls electronically
- Contributed to corporate sustainability efforts



# Protecting Disbursements from Fraud

The monthly disbursement process typically includes paper checks that are distributed to a variety of stakeholders. The very existence of these checks exposes businesses to payments fraud. According to a 2012 survey, 16% of the fraudulent activity that resulted in a financial loss was committed by an organized crime ring or a third-party outsourcer, and another 11% of these losses were attributable to a malicious insider.

Organizations are using Internet-based systems that allow them to mitigate the risks of storing and printing paper checks onsite. They can upload critical payment information and have checks printed and mailed remotely from secure bank facilities. The disbursement process also creates a large paper trail – and corresponding environmental footprint – that goes far beyond checks. Even companies that make payments predominantly via cards or ACH transactions often receive boxes of paper statements and advices each month, which they must pay to either store or securely destroy. In addition, the monthly disbursement process generates ancillary paper reconciliation reports, stop payment advices, ACH notifications of changes (NOCs), wire transfer advices, etc. – even though most of this information is already provided via electronic channels.

Over the course of a fiscal year, sending bills and receiving payments can generate significant cost. One company calculates that it consumes 32 tons of paper annually by issuing 583,000 paper checks monthly. The company could save approximately \$175,000 annually by making these payments via ACH or corporate card.

## Reengineering Disbursements

There are electronic solutions across the entire disbursement workflow that can eliminate virtually all of this paper. These solutions can also make the treasury operations of both payers and payees more efficient, more secure and more environmentally sustainable. They also reduce the significant costs of check delivery, administrative security and fraud. The following best practices can help companies eliminate paper generated in the disbursement process:

- Analyze the current disbursement process to identify all the paper generated and all the extra manual steps required to manage this paper; calculate the annual cost of this paper.

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**Of clients impacted by payments fraud in 2011,  
85% reported that their checks had been targeted.<sup>4</sup>**

– 2012 AFP Payments Fraud and Control Survey



- Audit current suppliers and partners to identify additional candidates for electronic payment. Then, explain to suppliers how direct debits or bank-initiated credits offer a more efficient and user-friendly alternative to paper payments. Also, point out that electronic payments reduce the risk of check fraud because they remove touch points from the process.
- Examine opportunities to utilize bank-provided reconciliation services which match the account numbers, serial numbers and dollar amounts of payments against checks issued. As part of this service, the bank will help reduce the client's workload by reviewing check exceptions and providing electronic reconciliation data that can be fed into a treasury or ERP system.
- Adopt an online disbursement platform like J.P. Morgan's Payables Web Services<sup>SM</sup> to significantly reduce the resources and hours required to initiate payments, research payment status and reconcile accounts. These disbursement platforms also reduce risk by providing safeguards against check fraud.
- Use commercial cards to eliminate or reduce the paper associated with purchase orders and petty cash. Such solutions as payroll cards, purchasing cards and single-use accounts also eliminate paper checks, envelopes and tax coupons.
- Use electronic reporting or web-delivered reports instead of paper reporting. This practice lowers costs, speeds up reconciliation, reduces treasury workload and improves business continuity.
- Authorize banks to stop returning checks and check enclosures at the end of every month, since these paper copies typically duplicate information that is already provided electronically.

## CASE STUDY

### CHALLENGE

A government agency was spending \$2.3 million each year on a paper-based process used to disburse 21 million checks. Faced with budget constraints, it considered whether transforming its payables process to rely more heavily on ACH could reduce overhead while boosting service levels and lessening payment fraud risk. Before it could act, the agency needed to understand the cost implications of automated disbursement and develop an implementation strategy.

### SOLUTION

The agency already used J.P. Morgan's ACH portal for other transactions, so it worked with the bank's treasury team to evaluate the cost benefits of making the disbursements in question via ACH. The team also analyzed existing data and identified the best and most immediate opportunities to convert paper checks to ACH transactions. J.P. Morgan also made available its IT resources to test the new system so it could affect a smooth transition.

### RESULTS

- Migrated 2.7 million check payments to ACH, or 13% of entire volume
- Leveraged existing ACH relationship to streamline the transition
- Eliminated consumption of 42 tons of paper



# Bringing Paper Reports and Statements Online

**For global organizations, managing financial data can be a 24/7 activity.**

Cash and liquidity management is also growing increasingly complex, as data flows between accounts in different countries and between different financial institutions. It's easy to become deluged with paper reports of all kinds – from lockbox detail reports, to account analysis and balance reports, to transaction summary reports, to checks-paid and controlled disbursement funding reports. Treasury departments are inundated with paper and need the flexibility to access electronic information immediately and generate reports on demand.

## Reengineering Reporting

Electronic treasury solutions can put an end to cumbersome paper reports. With online access to information via a portal like J.P. Morgan ACCESS, treasury staff can pull up DDA statements, account reconciliation statements and other notices and information about balance and account activity in real time. This easy access benefits operations in a number of ways:

- Increases flexibility and control by accessing daily reports online any time and from anywhere
- Reduces the time and cost of researching transactions by using the Search feature to locate specific transactions by check number
- Improves security by designating specific users who can gain access with unique ID numbers and passwords
- Eliminates boxes of paper statements and the storage fees associated with them by archiving and storing reports electronically
- Leverages these reporting services to update business continuity plans – archived electronic reports are much less vulnerable to security breaches and calamities

## CASE STUDY

### CHALLENGE

A major diversified company specializing in food products was committed to replacing its current paper workflow with more efficient and cost-effective processes. Its treasury staff observed that the company was receiving a large volume of paper EDI advices from its operations in more than 70 countries. They partnered with J.P. Morgan's Treasury Services team to convert the operation to an electronic environment.

### SOLUTION

Working together, a team from the bank and the company discovered that the company was not fully leveraging its EDI transmissions for the information it could provide. During a quick informational session, the team also decided that they could discontinue altogether the paper EDI credit and debit advices.

### RESULTS

- Reduced nonbank fees by \$20,000 annually by eliminating the costs of storing unopened advices

- Better leveraged the EDI information it was already receiving from J.P. Morgan
- Eliminated more than 100,000 paper EDI advices annually



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64.8% of financial executives that responded to a recent survey have a strategy for converting paper-based transactions and information to electronic forms with respect to financial reports and advices (DDA and/or analysis statements, wire advices, etc.).<sup>5</sup>

— *Treasury & Risk* 2012 Going Green Survey



5. *Treasury & Risk*, 2012 Going Green Survey.



# Protecting and Managing Documentation

Many managers still rely on paper documents to manage their business functions, routinely printing out documents and filing them for future use. But this approach exposes companies to business continuity risks. Events such as fires and floods can destroy paper documents or restrict access to them. Lost archives can disrupt the flow of business. For example, within treasury it could make it difficult to manage bank accounts, collect receivables and pay employees and vendors. Lost archives may also impact customer and vendor supply chains if companies have to tell these important stakeholders that they can no longer access their business information.

A green environment mitigates these risks by turning paper documents into electronic images stored in an online centralized document archive. An electronic document management system gives designated employees easy access to document images anytime and from anywhere. It decreases the potential for unauthorized access to sensitive information, especially if secure storage space is limited. And it streamlines operations by reducing clerical activity, making employees more productive and eliminating off-site storage and retrieval costs.

Companies can use the following best practices to protect and secure their documents and maintain business continuity:

- Develop a document retention strategy for your company that spans a broad range of documents – including customer receipts, vendor contracts, electronic and paper reports, digital forms, data and other documents.
- Create a document indexing system based on requirements of all document users.
- Determine which employees should have remote access to information and establish password controls to manage access.
- Use an online document management platform to create a central repository that can be accessed anytime from anywhere.
- Build new workflow processes for creating, saving, filing and accessing documents that factor in security requirements and regulatory considerations.
- Determine whether to scan documents internally or outsource the scanning process to a qualified third party with robust security credentials and processes.

## CASE STUDY

### CHALLENGE

The treasury department of a professional staffing and solutions firm wanted to create a replicable process that would advance the organization's commitment to operational efficiency, environmental responsibility and proactive risk management. It aimed to convert all existing treasury documents to electronic forms. And going forward, it would require all forms, requests and documents going to and from treasury – including bank statements, wire requests, tax payments and benefits payments, to name a few – to arrive electronically. This initiative would also require a new electronic approval process that addressed regulatory and audit issues surrounding approval signatures.

### SOLUTION

Treasury staff began by securing the commitment of internal partners to comply with the new system. They selected a cost-effective document management platform and created common naming conventions that would make documents saved onto a shared drive easy to retrieve. The team then completed all the conversions and developed the process flows and training modules required to support the program. Working with the firm's executives, external auditors and internal assurance group they also forged an agreement on what constituted an "original" signature for audit purposes.

### RESULTS

- Eliminated the need for on-site and off-site storage

- Liberated the organization from dependence on physical signatures and improved customer service by accelerating the approval cycle
- Increased the bandwidth of the treasury department by more than 300 hours per year
- Gave treasury staff the flexibility to work from home or work remotely while also strengthening the company's business continuity plan
- Supported environmental goals by reducing carbon emissions and by conserving gas as a natural resource
- Saved approximately \$25,000 during the first year and more than \$100,000 firmwide by the end of the second year
- Eliminated more than 22,000 paper documents and close to 200,000 pieces of paper

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**91% of CEOs report that their company will employ new technologies (e.g., renewable energy, energy efficiency, information and communication technologies) to address sustainability issues over the next five years.<sup>6</sup>**

— United Nations and Global Compact Survey 2011



6. United Nations and Global Compact Survey 2011.

# Turning Treasury Operations Green

Treasury operations can experience the many cost, performance and environmental benefits of a zero-return treasury environment. But before they can realize these benefits, they may need to address several internal questions.

## How can a banking partner help simplify and streamline treasury processes?

- Banks can help audit the paper produced – including statements, reports, advices and backup data packages – and calculate the financial savings of going paperless based on monthly document volumes.
- Banks can help sell the program internally, develop a rollout strategy, recommend new workflow processes and conduct training on new technologies.

## Can going paperless really save money?

- We have included many examples of the cost of paper-based operations and of the savings produced by going paperless. In many cases going paperless funds itself. New technology purchases are offset by more efficient processes; redeployed treasury staff; reduced paper, courier and storage costs; and eliminated bank fees for paper reports.
- Companies face significant direct and indirect costs if a natural disaster brings paper-based treasury processes to a standstill. With an electronic archive, companies can store years' worth of information and access it in seconds.

## Will electronic documents be acceptable to auditors?

- Check 21 opened the door to electronic documents by establishing that electronic copies of checks are equivalent in form and purpose to paper checks.
- Since then, legal precedents have cleared the way for other kinds of electronic documents and auditors are aware of best practices that can ensure compliance. Companies and auditors can work together to define what constitutes an original signature for audit and approval purposes.
- External and internal auditors are now embracing electronic documents because they make the audit process more efficient.

## Developing a Green Treasury Strategy

Once treasury management teams have addressed these questions, they can take the following three steps to evaluate their current system and uncover the many opportunities to turn their treasury operations green.

**Audit current account services.** Many managers believe they have already gone green because they use the ACH and receive electronic statements, credit and debit advices and commercial card statements. But many treasury operations still build their workflow around paper – and pay higher fees as a result. Managers can pull the banking analysis provided by all their bank partners and look at the volume of paper produced during the monthly billing and reporting process. They can determine whether they are receiving such paper documents as back-up copies of invoices, checks and letters; paper acknowledgements of controlled disbursements; or printed statements and billing analysis reports. Instead of waiting for these paper documents to arrive days after the transactions are complete, they can access them immediately when electronic versions flow directly into their internal system.

## Review how they archive and retrieve financial information.

If treasury departments still rely on paper-based workflow, chances are they're paying the price to store and/or destroy these documents either internally or externally. Managers should determine how much they are paying to store them, and how much time and effort it takes to retrieve them. They can also consider what would happen if a natural disaster brought paper-based treasury processes to a standstill. With Receivables Edge, treasury staff can access a 10-year archive of lockbox activity in seconds, while J.P. Morgan ACCESS provides instant access to balance information so they can respond quickly to business-as-usual requests.

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**88.1% of financial executives have or expect to realize cost savings with a completely green treasury operation.<sup>7</sup>**

– Treasury & Risk 2012 Going Green Survey



**Talk to customers and business partners.** By discussing green initiatives with stakeholders, treasury staff may discover new ways to improve service and build stronger relationships. For example, they can position their own green treasury practices as a way to respond more quickly to questions about financial transactions. They can also explain how paperless transactions can lower their organization's cost structure so they can price their products and services more competitively. They can also encourage customers to pay invoices by ACH and begin paying vendors with a commercial card. Both strategies accelerate transactions, streamline workflow and eliminate paper.

### Comprehensive Support

Many large organizations require hands-on support to develop and implement a comprehensive Go Green strategy, and large financial institutions have the experience and resources to help. At J.P. Morgan, treasury experts begin by auditing a treasury department's current technologies, workflow processes and customer service capabilities. Next, they audit the paper produced – including statements, reports, advices and backup data packages – and calculate the savings of going paperless based on monthly document volumes. They also identify and help address the obstacles that prevent treasury departments from reaching broader sustainability goals. These include operational and financial constraints and perceived legal and compliance requirements. And once a solution is developed they can help sell the program internally, create a rollout strategy, recommend new workflow processes and conduct training on new technologies.

## CASE STUDY

### CHALLENGE

Two years into a large global insurance company's expansive Go Green program, the treasury department at AXA Equitable Life Insurance Company wanted to understand its overall contribution to the corporate initiative. With its vast subcompany structure, AXA needed to know what products and services did not conform to the new Go Green standard, so its treasury group could address them. One priority was to convert the existing paper process it used to set up new DDAs and add subsequent banking products and services to a streamlined electronic implementation process.

### SOLUTION

Together, AXA's treasury team and J.P. Morgan conducted a comprehensive review of its treasury relationship, covering products as diverse as

disbursements to receivables to electronic funds transfer. AXA received an account by account snapshot of its services and the paper versus electronic status of each divisional relationship. With the electronic infrastructure already in place, the partners moved efficiently to complete the conversion to a fully electronic treasury environment. In addition, J.P. Morgan developed a program to reduce the number of implementation documents it would require to execute new business between the two firms going forward.

### RESULTS

- J.P. Morgan reviewed AXA's treasury performance and determined that in two years, it had achieved a 95% Go Green environment with respect to AXA's treasury transactions
- Eliminated almost 400,000 documents annually from its treasury workflows and

reduced its accompanying bank fees by \$213,000 a year

- Saved \$15,000 in storage, research and labor costs
- Adopted new implementation guidelines that require 40% less paper (legal documents, service agreements, etc.) to open up accounts or set up new services. This would speed up the process of taking these relationships live
- Eliminated 5.5 tons of paper annually

# J.P. Morgan and Corporate Social Responsibility

J.P. Morgan is working to understand and mitigate environmental and social risk. As we drive this change, we're also doing our part to manage our operations more efficiently and sustainably and to pursue environmentally-responsible paper production and consumption practices. We're doing this by reducing paper usage and increasing our use of paper produced from certified sustainably-managed forest resources.

## J.P. Morgan Green Treasury Management Solutions

J.P. Morgan Treasury Services is encouraging clients around the world to follow its lead. It offers a variety of products and solutions – including the partial list below – that can make treasury operations more secure, efficient, cost-effective and environmentally friendly. For more detailed information and a complete list, please visit [jpmorgan.com/eco](http://jpmorgan.com/eco).

**J.P. Morgan ACCESS** This information reporting tool provides detailed data on cash balances and transactions, liquidity initiations, cash concentration, disbursements, and ACH initiations including global ACH.

**Payables Web Services** Companies use this Internet-based tool to place stop payments, inquire on the status of checks, retrieve check images and resolve positive pay exceptions to reduce the risk of payment fraud.

**Purchasing Cards** These convenient cards help reduce the cost to process traditional purchase orders and simplify the entire procure-to-pay process. Flexible spending controls help control procurement at all levels of the organization.

**ATM Business Deposit Card** Utilize deposit-only ATM cards, allowing staff to make cash and check deposits at more than 10,000 Chase ATMs – and track and reconcile deposits online – without deposit tickets or envelopes.

**Pay Connexion** This solution offers a seamless, efficient and flexible way to present and collect payments electronically using a website, an IVR system or a call center. It also accommodates payments by ACH and commercial cards. Pay Connexion engages stakeholders in a green solution that accelerates transactions, streamlines workflow and eliminates paper.

**Receivables Edge** This industry leading online receivables management portal combines advanced image and data capture technology with the power of the Internet to deliver a consolidated and timely view of electronic and paper remittance images and related data.

**Desktop Imaging Solutions** J.P. Morgan offers a number of desktop remote deposit products, including Chase Quick Deposit and Image Deposit Direct, that allow companies to scan and transmit images of checks and other documents onsite. Virtual Remit is a lockbox remote capture solution that enables companies to capture and transmit remittance data and images directly from their desktops with a single scanning device that accepts U.S. denominated checks, coupons, envelopes and full-size documents.

**Smart Safe** Retailers can use an onsite Smart Safe solution, which may provide same-day provisional credit for cash payments received at retail or office locations. Smart Safe helps protect against theft and provides added security for both employees and cash.


**Electronic Bank Account Management (eBAM)** J.P. Morgan is engaged in an industry initiative to automate and standardize the entire account management lifecycle – from account opening to closing. eBAM will make managing a company's multiple bank accounts easier. It promises to simplify and streamline the account management request process, provide greater visibility into request status, simplify audit reporting and reduce or eliminate paper. J.P. Morgan is building multichannel capabilities to accommodate the needs of our large and diverse client base.



J.P. Morgan has countless examples of clients who are enjoying the many benefits of green treasury operations. To learn more, please visit [jpmorgan.com/eco](https://jpmorgan.com/eco) or contact our Go Green team at 888-777-2207. Our team of professionals can also perform a Go Green Diagnostic Analysis to identify your Go Green opportunities within each paper-based process.

To learn more about J.P. Morgan's commitment to business sustainability, please visit JPMorgan Chase & Co.'s Corporate Responsibility web page.

For more information, please contact your J.P. Morgan Treasury Services representative or scan this mobile bar code with your smart phone or visit [jpmorgan.com/eco](http://jpmorgan.com/eco).

 You can also follow us on Twitter @ [jpmorganTS](https://twitter.com/jpmorganTS).



In keeping with J.P. Morgan's commitment to sustainability, the firm chooses to use FSC®-certified paper containing 100% post-consumer waste.

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Produced by Treasury Services Global Marketing.

W7670912