



ARTIFICIAL INTELLIGENCE IN TREASURY AND FINANCE

J.P.Morgan

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Interconnected industries

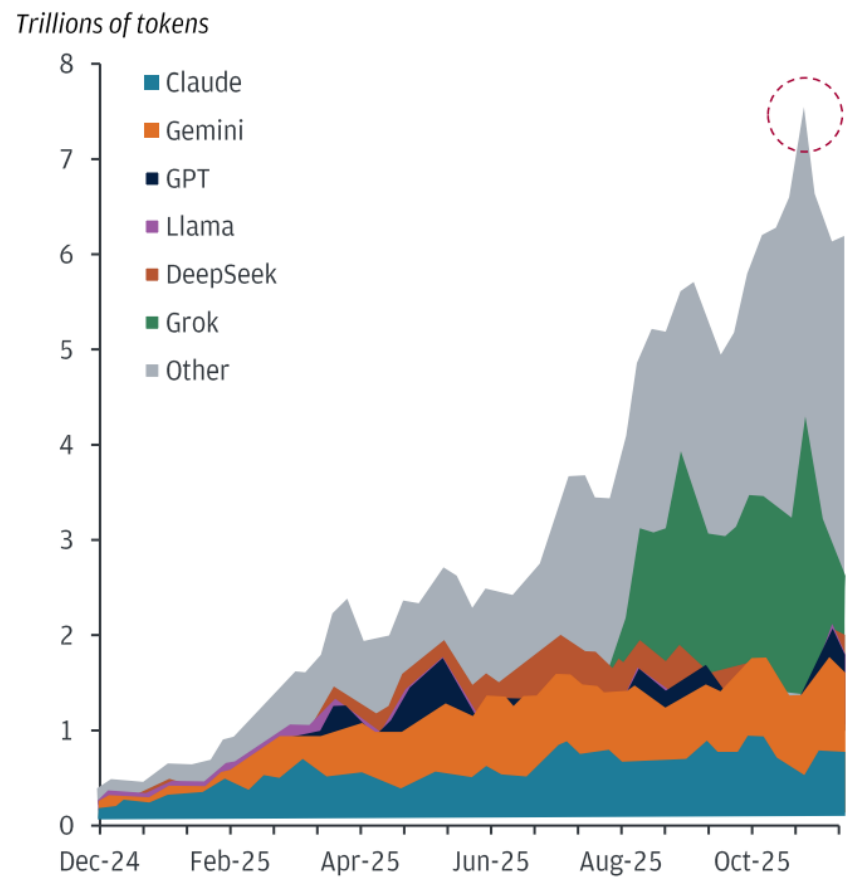
AI depends on multiple industries



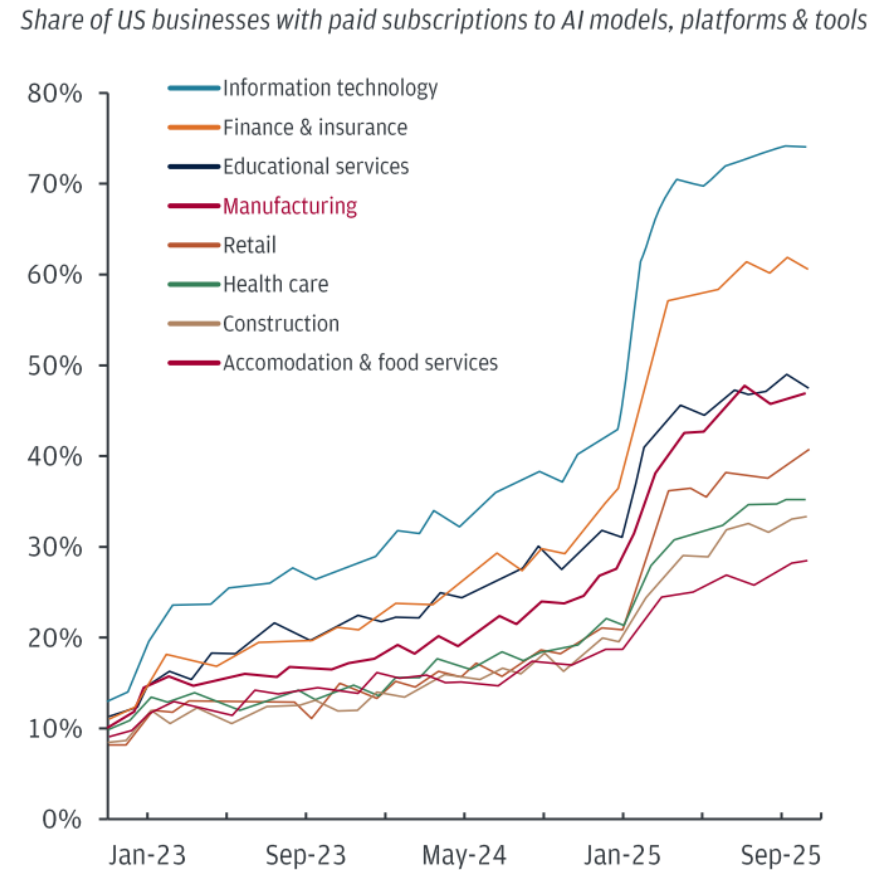
Tariffs, capex cycles, and rapid deployment impacts costs

AI introduces cost and productivity benefits

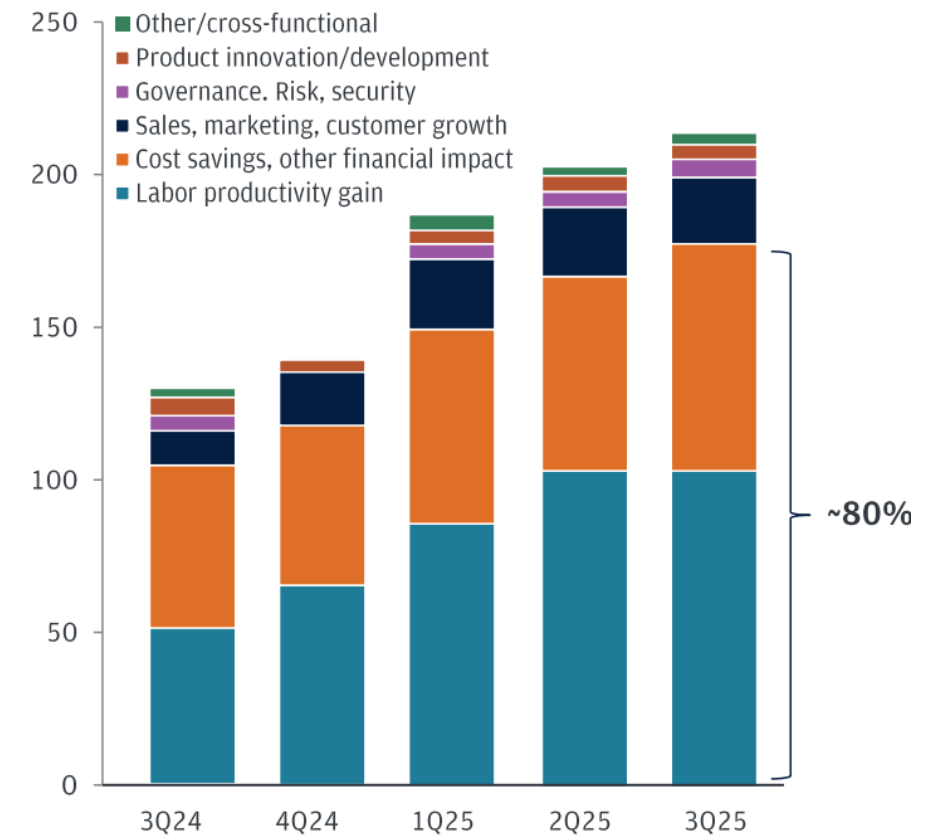
AI Token Consumption Explodes¹



Beyond Tech: All Sectors Investing²



80% of Benefits: Cost & Productivity³

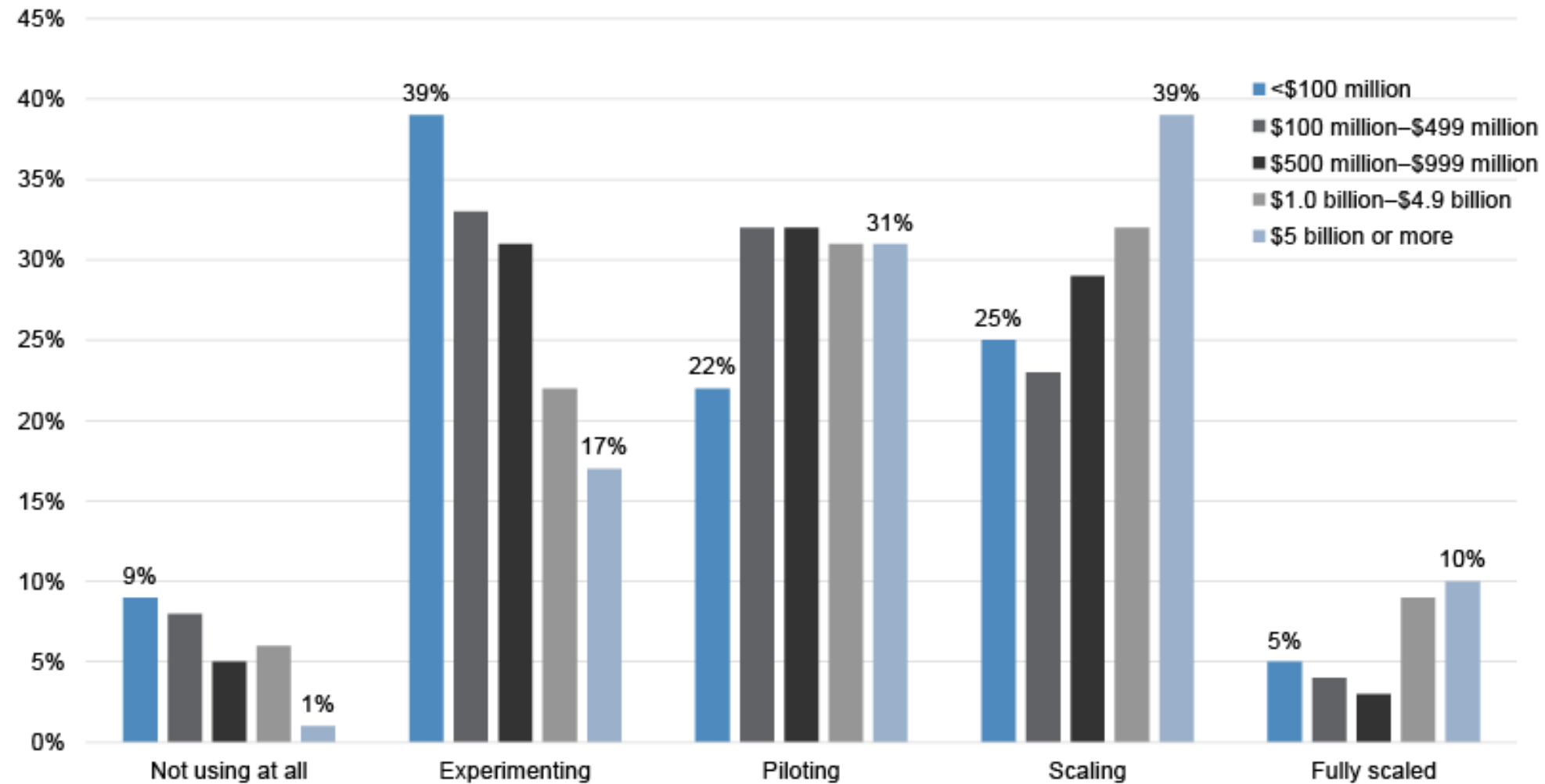


Source¹: OpenRouter LLM Ranking Leaderboard, December 15, 2025; 2 Ramp, November 2025; 3 Morgan Stanley Research, November 2025 - Mentions of AI benefits in earnings/conference transcripts

AI is being pursued by enterprises of all sizes

Large Enterprises Lead in Scaling AI Beyond Pilots

Phase of organization's use of AI, by company revenue, % of respondents

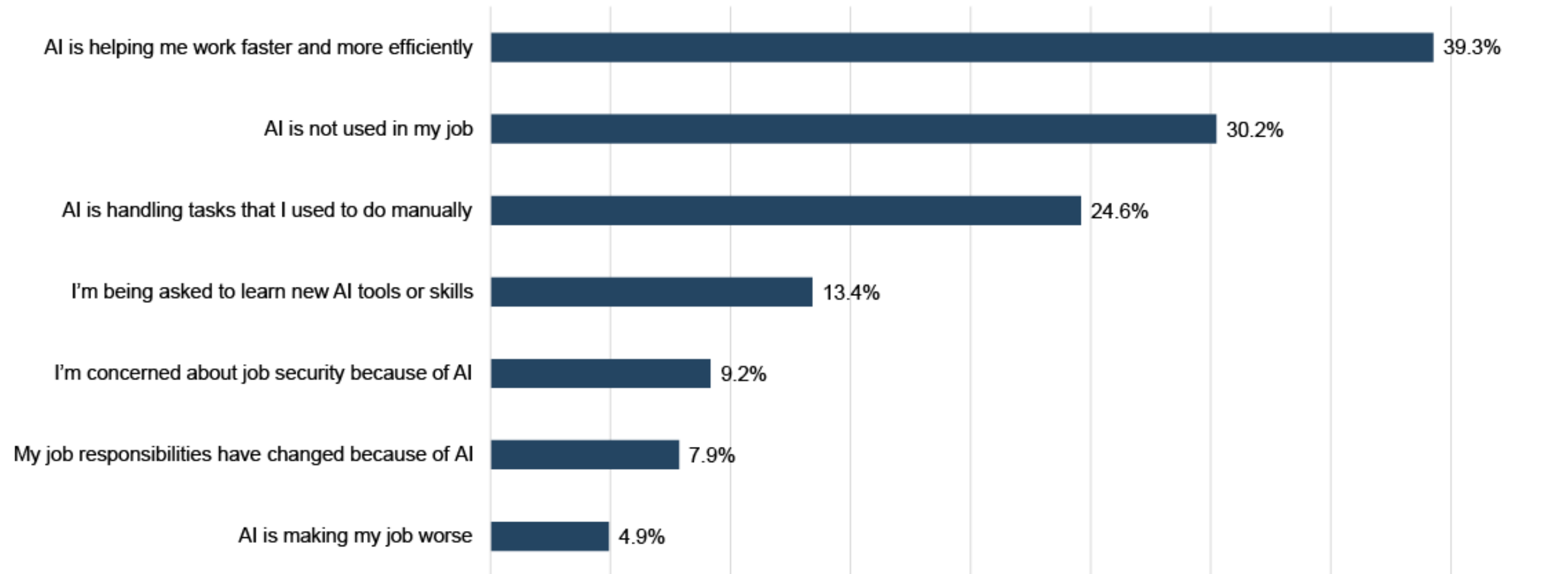


Note: Respondents who said "don't know" are not shown but represent <2% of the total.
 Source: McKinsey Global Survey on the State of AI, 1,993 participants at all levels of the organization, June 25-July 29, 2025

AI helps employees improve productivity, usage is likely higher

Perceived Impact of AI on Work Broadly Positive

For those who are employed, “How is AI currently impacting your work?”



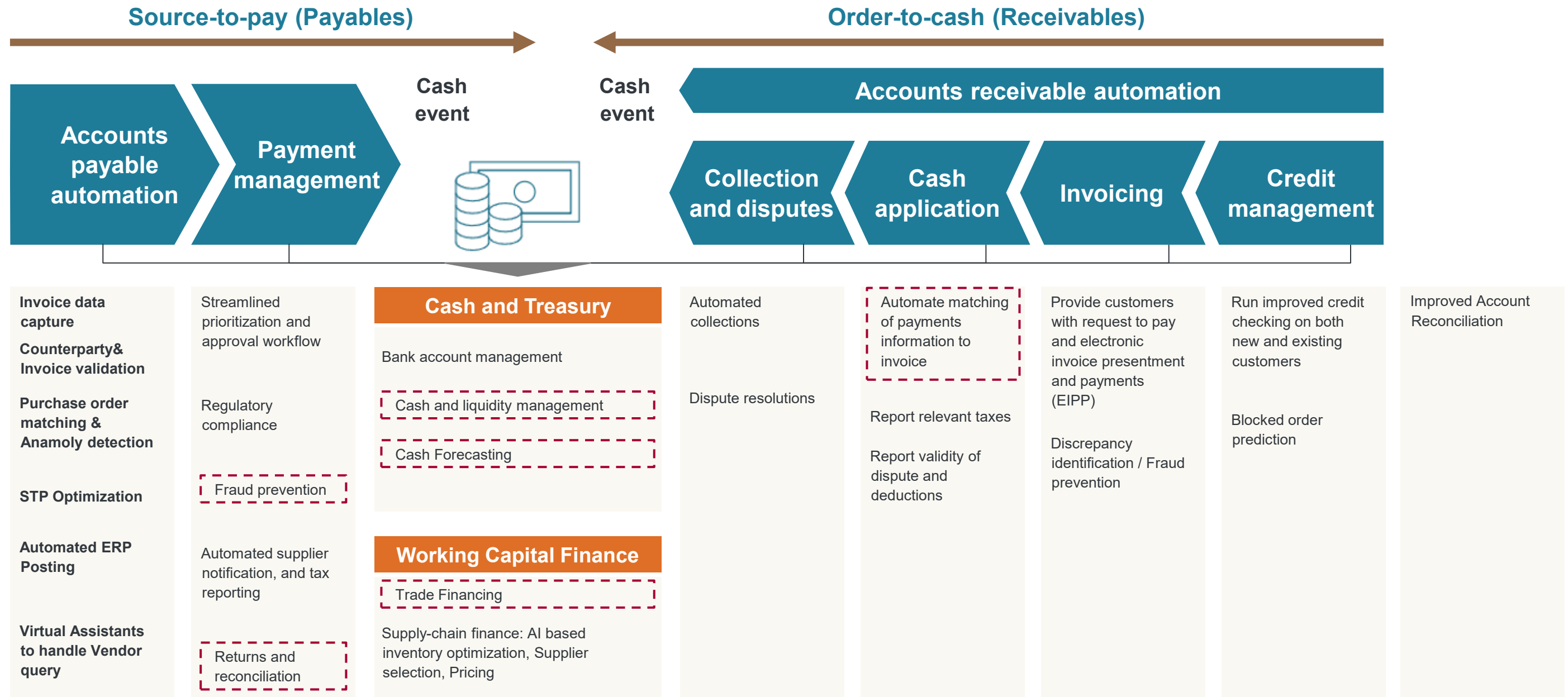
Source: SurveyMonkey (Multi-select, n=1,439), J.P. Morgan

Technology is advancing use cases across industries

	Consumer & Retail	Life Sciences & Health Care	Banking & Fin. Services	Technology	Media & Telecom	Industrial & Manufacturing	Cybersecurity	Education	Supply Chain / Transportation
INDUSTRY USE CASES	Conversational retail experience	Back-office automation for clinicians	Fraud simulation & pattern detection	Personalized AR/VR experience	Original games creation	Geological assessment for oil exploration	Faster and accurate threat detection	Personalized lessons & adaptive learning	Warehouse automation
	Custom design & recommendation	Predictive & virtual patient triage	Tax and compliance audit & scenario testing	Automated product & hardware design	Trailer & summary generation	Generative simulation & safety testing	Automating security incident analysis	Understanding based assessments	Predictive analytics (e.g. traffic predictions)
	Photography & art creation	3D anatomy images for education	Retail banking transaction support	Personalized UI/UX design	Script/score design & subtitle generation	Design of complex components	Reverse engineering malware	Intelligent textbooks	Autonomous/self-driving vehicles
	Supply chain optimization	Health & wellness plan creation	Personalized virtual financial advisor	Product testing & feedback generation	Personalized news & content generation	Procurement & materials discovery	Identifying vulnerabilities in a written code	Assistive technology for special needs	In-vehicle security (e.g. biometric recognition)
	Inventory management & price monitoring	Drug discovery through molecule simulation	Financial reporting analysis & insights	Software sales, CX & retention support	Original fictional stories generation	Generative automation for smart factories	Report generation from threat intelligence data	Plagiarism detection	Driving monitoring for insurers
EXAMPLES	"Create Real Magic" for creating billboards	DAX Express solution for clinical documentation	AI-powered virtual assistance on J.P. Morgan Access®	Market Leader for chips used in AI systems	Content recommendation and pre-production	Generative design enabling 3D modeling	Microsoft Security Copilot	Khanmigo - Virtual tutor and assistant	Real-time visibility into shipments
	Purchase evaluation and inventory management	Generation of R&D insight	Customer behaviour analysis for fraud detection	AI solutions for its AI assistant IBM Watson	Instilled AI/ML in FIFA 22	Automatic inspection / detection of products	Security AI Workbench	Create and score tests of English proficiency	Level 4 driverless robotaxis in US/China

Source: J.P. Morgan Chase, Deloitte, Economist Intelligence Unit, World Economic Forum, company websites, news articles

Potential modernization use cases across Finance business processes

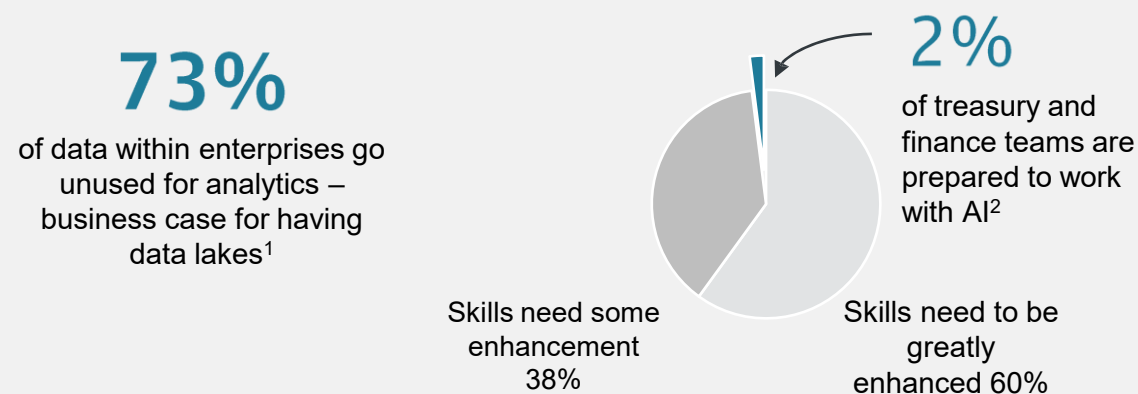


Journey To Data Lake: Big Treasury Opportunity

DATA WAREHOUSE TO DATA LAKE

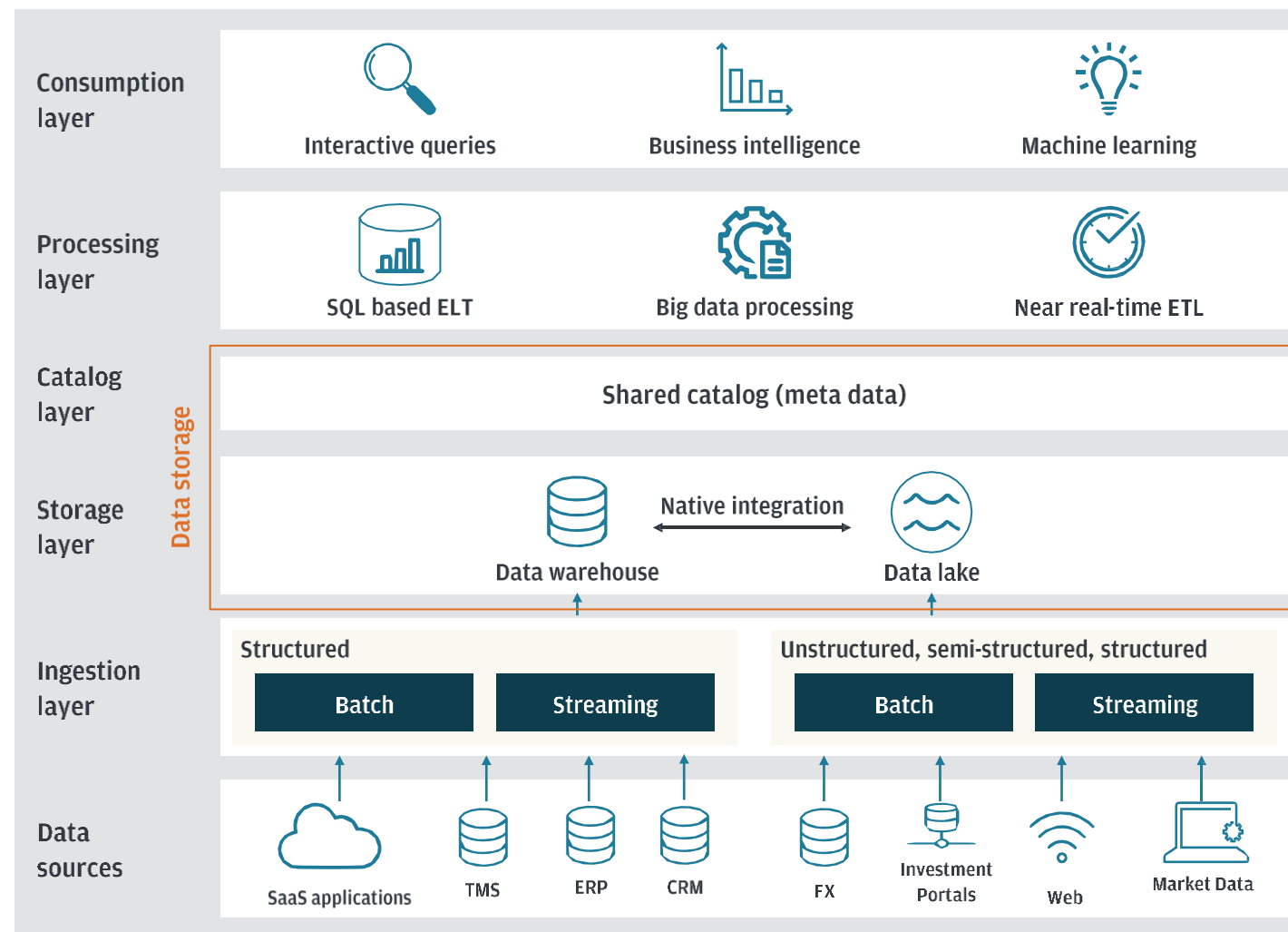
Data is central to driving decision-making in Treasury and Finance. Data lakes can significantly help modern treasuries to build single source of truth and generate reliable data insights to manage cash flows, liquidity, and risk.

Treasury participant on data lake projects, at data ingestion and consumption layers is crucial to capture business and financial data required for driving decision-making.



DATA LAKE³

For illustration purposes only



Treasury call to action



Data Lakes - unlock insights from every data point



Treasury teams to reskill and upskill



Enhancing expertise in processing and consumption layers



Emphasis on governance and regulation

Sources: ¹Lingaro Group Report on data platforms; ²AFP survey 2023; ³Demystifying Data Lakehouse - DELL Technologies

Data Governance and Policy considerations



Metrics

- How are benefits or returns (intellectual property and financial) of deployed models being tracked and measured?
- Ensure that controls scale with complexity



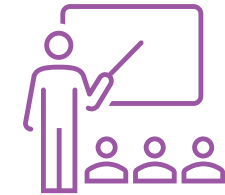
Model Governance

- Focus on **evaluation of governance and oversight**
- Be aware of compliance **restrictions** (usage and data)
- Regulatory environment will be evolving rapidly and can impact funding
- Be aware of **current and proposed regulations** with respect to external data usage



Protection and Safety

- **Prioritize data protection**, both internal and external
 - Soc 2 Type 2 certification is just a start
- How are financial **investments** being tracked and measured?
 - Contracts, IP, etc. must be tracked by a combination of technology, legal, finance, regulatory personnel



Training

- Implement **education** of both internal and external usage of data
- Implement **continuous learning** to keep up with the pace of the evolving field

Payroll & Compliance Opportunities

Payroll Accuracy & Accountability

- Payroll represents the **single largest expenditure** for school districts
- It is important to systematically review **irregularities in payroll data** such as spikes or duplicate payments.
 - Errors or inconsistencies can lead to **financial losses**, **diminished trust**, and **legal risks**



AI-Driven Compliance

- AI empowers districts to **automate validation** of complex pay structures, monitor **collective bargaining agreement adherence**, and deliver **real-time transparency**
 - This strengthens **financial stewardship** and supports a culture of **continuous improvement**



Board Intelligence



Proactive Planning

- Predictive analytics can be leveraged to **project future cash positions** and anticipate **capital expenditures**; this empowers districts to manage **liquidity**, plan for large investments, and avoid cash shortfalls
- It can also be leveraged to systematically compare **budgeted versus actual expenditures**, provide early detection of **variances**, and support more accurate, **data-driven budget adjustments**



Board Communication Enhancement

- Enhance board communication by automatically identifying emerging trends, surfacing actionable opportunities, and highlighting risks that may not be immediately visible in traditional reports
- In addition, translating **complex financial data** into clear, **plain-language narratives** increases **transparency**, ensures all board members—regardless of financial expertise—can engage with the material, and fosters more **informed governance**

Fraud, Waste & Procurement Oversight: Protecting Public Dollars



Ensuring financial integrity

- Oversight of **fraud, waste, and procurement** is essential for maintaining the **integrity of school district financial operations** and upholding **public trust**
- Detecting fraud schemes can be done by analyzing transaction patterns for anomalies
- Automate oversight by reviewing **RFPs for compliance**, scanning proposals for excessive margins, and monitoring transaction thresholds



AI-driven oversight across spending lifecycle

- Leveraging **AI** enables districts to proactively detect and prevent misuses, such as **business email compromise, vendor manipulation, and P-card abuse**
- AI also identifies **wasteful spending** not aligned with district goals or **hidden contract costs**, which supports **transparent stewardship** and reinforcing **accountability** to stakeholders
- AI tracks **spend-to-goal alignment** throughout procurement and provides actionable insights to optimize value for public dollars and ensure procurement integrity

AI Opportunities in Compliance, Audit & School-Level Monitoring



Grant Compliance Automation

- **AI can enhance grant compliance** by systematically verifying the allowability of expenditures, along with automating the collection and validation of supporting documentation
 - This reduces the risk of **non-compliance** and streamlines the audit process for districts that are managing multiple funding streams



Continuous Audit with AI Agents

- By deploying **AI agents for continuous audit**, districts can move beyond traditional annual sampling and move toward **real-time, always-on monitoring** of financial transactions
 - This enables early detection of irregularities and supports a more dynamic risk management posture



School-Level Oversight & Anomaly Detection

- School-level financial oversight can be significantly strengthened through **AI-driven policy enforcement** and anomaly detection
 - For example, AI can monitor student activity funds for unusual patterns and flag potential policy breaches or misallocations



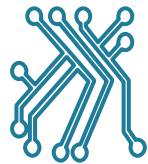
Real-Time Alerts & Dashboards

- **Real-time alerts and interactive dashboards powered by AI** provide administrators with immediate visibility into compliance issues across both district and school operations
 - This enables rapid response to emerging risks and supports data-driven decision-making

AI Opportunities in Compliance, Audit & School-Level Monitoring



- **Simple** is often the best (e.g., do not over engineer categorization of flows)
- **Standardization of Platform:**
 - ERP/ TMS standardization
 - Work with normalize data to makes cleaning process easier



- **Start with the business problem**
 - What are we trying to solve?
- **Getting data right:**
 - Invest in data lake technology to leverage unstructured data
 - Digitize - Paper to electronic to accelerate search and analytics



- Hiring aligned to **skillset**
 - Look for pilots:
 - Start exploring now, if you haven't already to be future-tech ready
 - Need to look for pilots within your organization



- **Governance and Documentation**
 - Ensure you have established policies and procedures approved by management



- **Build vs Partner**
 - Use 3rd party tools but **do not fully rely on external experts**
 - Partner with firms and fintechs with capabilities that help you **build your own strengths**
- Bring a **change management mindset** (to establish a more data driven treasury function)

These are foundational

- Begin by **identifying the business problem and assessing whether available data can benefit from AI**. To optimize data usage, invest in data lake technology for unstructured data and digitize paper records to enhance search and analytics capabilities
- **Align hiring with the required skillset and initiate pilot projects within your organization to prepare for future technologies**. Begin exploring these opportunities now to ensure readiness for technological advancements
- **Establish governance by creating policies and procedures that have management approval**. Ensure thorough documentation to support these policies and procedures

How does your organization view AI?

Q & A

Thank you!

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