JPMORGAN CHASE & CO.

JPMorgan Chase Ecosystem

JPMorgan Chase & Co
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Outside Relationships

Regulators

- Regulators or Subjects of Key Business Regulation
  - General Business
  - Anti-Bribery
  - Anti-Money Laundering
  - Cybersecurity
  - Privacy and Protection of Personal and Financial Information
  - Broker-Dealer and Trading Regulation
- US Securities and Exchange Commission (Broker-Dealer and Investment Advisor Registration and Regulation; Net Capital Requirement)
- US Commodity, Futures, and Trading Commission (Futures Commission Merchant Registration; Regulates SEC-Registered Investment Advisors Regarding Futures and Swaps-Related Trades)
- UK Prudential Regulatory Authority (Joint Broker-Dealer Regulation)
- UK Financial Conduct Authority (Joint Broker-Dealer Regulation)
- Securities, Derivatives, and Commodities Exchanges (Trading Regulation)
- Asia Financial Supervisory Regulators: Japan, Hong Kong, Singapore, China, Korea, India and Australia
- Financial Industry Regulatory Authority - FINRA (US Securities Dealer Self-Regulation)

Capital

- Public Debt Holders

Suppliers

Selected Suppliers

Participation/ Memberships
- National Association of Securities Dealers (NASDAQ) (Electronic Securities Trading Marketplace)
- Intercontinental Exchange/ New York Stock Exchange (Trading Market, Clearinghouse and Information Services)

Technology and Equipment
- Dell (Computer Equipment)
- Lexmark International (Computer Equipment and Printers)
- Pitney Bowes (Postage Meters and Mailing Equipment)
- Cisco (Telecom Network Equipment and Security)
- HP (Servers, Cloud-Based Storage, and Networking Equipment) Security)
- NCR (ATM Deposit Technology)
- Zell (Digital Payments Platform)
- Accenture (Digital Technology Consulting Services)

Information and Data Processing Services
- Equifax (Credit Reporting)
- Morningstar (Business Information)
- Fiserv (Integrated Date Processing and Information Management Systems)

Credit Card Platforms
- Mastercard (Credit Card Payment Processing Network)
- VISA (Credit Card Payment Processing Network)

Security
- Brinks (Secure Cash-in-Transit, Vault, ATM Replenishment, and Logistics Services)

Customers

- Regulators or Subjects of Key Business Regulation
  - General Business
  - Anti-Bribery
  - Anti-Money Laundering
  - Cybersecurity
  - Privacy and Protection of Personal and Financial Information
  - Broker-Dealer and Trading Regulation

Consumer and Community Banking Customers (Via Bank Branches, Automated Teller Machines, and Mobile and Online Digital Platforms)
- Small Businesses
- Individual Consumers

Card, Merchant Services, and Auto Customers
- Consumers and Small Businesses
- Merchants
- Individual Auto Buyers and Auto Dealers

Home Lending Customers
- Individual and Family Home Buyers

Secondary Mortgage Market
- Federal Home Loan Mortgage Corp. (Freddie Mac Typically Buys Loans from Small Banks, Credit Unions and Thrift Savings Institutions)
- Federal Nat'l Mortgage Association (Fannie Mae Typically Buys Loans from Larger Banks)

Sales of Guaranteed, Mortgage-Backed Securities
- Investors in Mortgage-Backed Securities

Federal Reserve

As Borrower
- Federal Funds Rate 0% - 0.25%

As Lender
- Federal Discount Rate >= 0.25%

Bond Financing

Broker-Dealer, Futures Commission Merchant, Swaps Investment Advisor, and General Business and Information Regulation

Cash Deposits

Small Business Banking Services (Lending, Interest-Bearing Deposit Accounts, Cash Management, and Payment Solutions)

Consumer Banking Services (Interest-Bearing Deposit and Investment Products)

Credit Cards Services (Lending, Interest-Bearing Deposit Accounts, Cash Management, and Payment Solutions)

Payment Processing and Cash Management Services

Auto Loans, Leases, and Servicing

Park Excess Reserves with Fed

Loans from Fed Discount Window

Home Loans and Servicing (Including *Chase MyHome* Digital Mortgage Offering Enabling Customers to Apply for a Loan and Initiate a Mortgage Origination from a Smart Phone)

Home Mortgage Sales

JPMorgan Chase & Co. (Delaware Corporation)

Debt Structure

Debt ($291.5B @ 12/31/19) | Credit Ratings (Long Term): Moodys (Aa2), S&P (A+), Fitch (AA-)

Parent Company Senior Debt			Subsidiaries Senior Debt			Parent Company Subordinated Debt			Subsidiaries Federal Home Loan Bank Advances			Subsidiaries Subordinated Debt
0.15% - 4.95% Due 2020 $16,368M	0.50% - 4.63% Due 2021-2025 $64,690M	0.45% - 6.40% Due After 2025 $98,755M	7.50% Due 2020 $12,411M	2.15% - 9.43% Due 2021-2025 $31,893M	1.00% - 7.50% Due After 2025 $21,154M	3.38% - 3.88% Due 2021-2025 $5,109M	3.63% - 8.00% Due After 2025 $10,055M		1.88% - 2.18% Due 2020 $9,504M	1.67% - 2.24% Due 2021-2025 $19,035M	Fixed Rate Due After 2025 $96M	8.25% Due 2021-2025 $305M

Equity Structure

Equity

Equity Repurchase Plan	Preferred Stock	Common Stock
Authorized: $29.4 Billion *Remaining*: $15.6 Billion (as of 12/31/19)	*Authorized*: 200 Million Shares *Issued and Outstanding*: 5.3 Million Shares	*Authorized*: 9 Billion Shares *Issued*: 4.1 Billion Shares *Outstanding*: 3.08 Billion Shares

Governance

Board of Directors

James Dimon	Stephen Burke (CM,CG)	Mellody Hobson (R,PR)	Todd Combs (CM,CG,PR)
Michael Neal (A)	Lee Raymond (CM,CG)	**Committees**: Audit (A), Compensation & Mgmt. Development (CG), Corporate Gov. & Nominating (CG), Risk (R), Public Responsibility (PR)	
Virginia Rometty	Linda Bammann (R)		
James Crown (R)	Timothy Flynn (A, PR)		

Management Team

CEO: James Dimon	Chief Information Officer: Lori Beer	CEO, Consumer Banking: Thasunda Brown Duckett	Head of Global Sales & Research: Marc Badrichani
Chief Financial Officer: Jennifer Piepszak	Head of Global Payments: T. Georgakopoulos	CEO, Asset & Wealth Mgmt: Mary Callahan Erdoes	Head of Human Resources: Robin Leopold
COO, Co-President: Daniel Pinto	Chief Risk Officer: Ashley Bacon	CEO, Consumer Lending: Marianne Lake	Head of Global Markets: Troy Rohrbaugh
COO, Co-President: Gordon Smith	General Counsel: Stacey Friedman	CEO, Commercial Banking: Douglas Petno	Chair of Investment & Corp. Banking: Carlos Hernandez

Data & Analytics
- JPMorgan Chase API
- Anti-Fraud
- Robotics
- Customer Experience
- Business Process Automation

Compliance
- Governance & Oversight
- Regulatory Mgmt.
- Policies & Procedures
- Training & Awareness
- Monitoring & Testing
- Issue Mgmt.
- Risk Assessment & Reporting

Strategy
- CORE STRATEGY
- Growth
- Market Entry Planning
- Cross-Business Initiatives
- STRATEGY & PROCESS IMPROVEMENT
- Operational Strategy
- Business/Functional Transformations
- Organizational Design & Governance
- Efficiency Improvement

Marketing & Communications
- Content Marketing
- Sports/Entertainment Sponsorships
- Advertising
- Data Analytics
- Consumer Insights
- Business Development
- Media Relations
- Community Partnerships
- Client Outreach
- Company Events
- Executive Town Halls
- Newsletters
- Social Media

Risk Management
- Country Risk
- Credit Risk
- Liquidity Risk
- Market Risk
- Model Risk
- Operational Risk
- Principal Risk
- Reputation Risk

Global Finance & Business Management
- Financial Analysis
- Program Mgmt.
- Controller

Human Resources
- Talent Acquisition
- Talent Development
- Compensation
- Benefits
- Employee Engagement
- Employee Relations
- HR Data Systems
- Diversity and Inclusion

Capital Management
- Capital Policy & Oversight
- Basel Measurements & Analytics
- Corporate Capital Controllers
- Corporate Capital Stress Testing
- Forecasting & Capital Solutions
- Data Governance & Mgmt.
- Business Management

Corporate Matters

Operations
- Business Support
- Onboarding

Audit
- Technology
- Operations
- Risk

Legal
- Regulatory
- Real Estate
- Employment Law
- Compliance
- Governance
- Transactions
- Litigation
- Securities Law

Treasury and Investments
- Portfolio Management
- Funding
- Balance Sheet Mgmt.
- Global Portfolio Strategy
- Global Risk
- Global Finance
- Global Operations

Operations

CONSUMER BUSINESS

Consumer & Community Banking
Net Revenue: $55.883 Billion

Consumer & Business Banking
- Consumer Banking/Chase Wealth Management (Deposit Accounts and Investment Services for Consumers)
- Business Banking (Lending, Deposit Accounts and Cash Management for Small Business)

Business Metrics

Revenue: $26.49 B	Households: 62.6 M
Assets: $27.19 B	Branch Locations: 4,976
Avg. Deposits: 678.9 M	Digital Customers: 52.42 M
Deposit Margin: 2.49%	Mobile Customers: 37.29 M

Card, Merchant Services & Auto
- Card Services (Credit Card and Merchant Services)
- Payment Processing Services
- Auto Loan and Lease Origination and Servicing

Business Metrics

Revenue: $24.2 B	New Card Accounts: 7.8 M	Credit Card Sales Volume: $762.8 B
Assets: $230.44 B	Merchant Processing Volume: $1.51 B	Card Services Net Revenue Rate: 11.52%
Auto Loan and Lease Origination Volume: $34 B		

Home Lending
- Home Loan Production (i.e., Mortgage Origination)
- Home Lending Servicing
- Real Estate Portfolio (Residential Mortgages and Home Equity Loans)

Business Metrics

Revenue: $5.17 B	Correspondent Mortgage Origination: $54.2 B
Assets: $199.79 B	Total Loans Serviced: $761.4 B
Retail Mortgage Origination: $51 B	

WHOLESALE BUSINESS

Asset and Wealth Management
Net Revenue: $14.316 Billion

Asset Management
- Global Investment Services (Primarily Mutual Funds)
  - Equity Investments
  - Money Market Funds
  - Fixed Income Investments
  - Multi-Asset Investments
- Asset-Liability Management
- Risk Budget Strategies
- Asset Management
- Pension Analytics

Business Metrics

Revenue: $7.25 B	Pre-Tax Income: $1.9 B
Mutual Fund Assets Under Management (4 or 5-Star Rated): 61%	Mutual Fund Assets Under Management (1st or 2nd Quartile in One, Three and Five Years): 59%, 77% and 75%
Assets Under Management Above Peer Median: 91% (Equity), 81% (Fixed Income), and 90% (Multi-Asset Solutions and Alternatives)	

Wealth Management
- Investment Advice and Wealth Management (Primarily Actively Managed Portfolios)
- Capital Markets and Risk Management
- Tax and Estate Planning
- Banking and Lending
- Specialty Wealth Advisory Services

Business Metrics

Revenue: $7.06 B	Pre-Tax Income: $1.9 B

Total Client Assets: $3.226 T
(includes Custody, Brokerage, Administration, and Deposits)

Total Assets under Management (AUM): $2.364 T	
AUM BY REGION	
North America: $1.68 T	EMEA: $428 B
Asia Pacific: $192 B	Latin America/Caribbean: $62B
BY CLIENT GROUP	
Private Banking : $672 B	Retail: $623 B
Institutional: $1.074 T	Alternate Client Assets: $185B
BY ASSET CLASS	
Liquidity: $542 B	Equity: $474 B
Fixed Income: $602 B	Multi-Asset/Alternatives: $746B

Commercial Banking
Net Revenue: $8.984 Billion

Lending
- Term Loans
- Bridge Financing
- Leases
- Revolving Lines of Credit
- Asset-Based Structures
- Standby Letters of Credit

Financing Alternative Primarily Secured by Collateral
- Receivables
- Inventory
- Equipment
- Real Estate

Treasury Services
- Merchant Acquiring
- Cross-Border Payments
- Data Analytics and Insights Across All Treasury Activities
- Commercial Cards
- Comprehensive Platform for Payments and Receipts (in Any Method of Payment and in Any Currency)
- Products and Services to Invest and Manage Funds

Revenue Attributable to Commercial Banking Clients from Investment Banking and Asset Management Products and Services
- Revenue from Asset Management Products Used
- Balance Sheet and Risk Management Tools Through Advisory, Equity Underwriting, and Loan Syndications
- Revenue from with Capital-Raising Alternatives

Total Business Metrics

Revenue: $8.984 B	Net Income: $3.924 B
No. 1 U.S. Multifamily Lender	
REVENUE BY COMMERCIAL BANKING PRODUCT	
Lending: $4.05 B	Treasury Services: $3.92 B
Investment Banking: $919 M	Other: $88 M
LOANS BY COMMERCIAL BANKING CLIENT	
Middle Market: $3.702 B	Corporate Client: $2.994 B
Commercial Real Estate: $2.2M	Other : $119 M

Corporate and Investment Bank
Net Revenue: $38.298 Billion

Banking (Investment Banking and Lending)
- Investment Banking Products & Services (in All Capital Markets)
- Capital-Raising in Debt Capital Markets
- Capital-Raising in Equity Capital Markets
- Private Capital Markets
- Advising on Corporate Strategy and Structure (M&A)
- Loan Origination and Syndication

Business Metrics

Revenue: $8.546 B	Wallet Share: 9.0%
No. 1 in Global Investment Banking (11th Consecutive Year)	
No. 1 in Debt Capital Markets	No. 2 in M&A Dollar Volume
No. 1 in Equity Capital Markets (Private and Initial Public Offerings)	

Treasury Services
- Cash Management
- Payments Solutions
- Liquidity Solutions

No. 1 in Sub-Products (Includes Derivatives, FX and Securitized Products)	
Revenue: $4.565 B	No. 1 in Wholesale Payments

Markets
- Global Market-Maker in Cash Securities and Derivatives Instruments (Interest Rate, Foreign Exchange, Credit, Commodity and Equity Instruments)
- Market Research
- Prime Brokerage and Trading (Equities and Fixed Income Markets)
- Sophisticated Risk Management Solutions

Business Metrics

No. 1 in Markets Revenue Globally	
$20.9 Billion in Markets Revenue ($14.4B Fixed Income; $6.5B Equity)	

Securities Services
- Custodial Services
- Fund Accounting and Administration
- Securities Lending Products (for Asset Managers)

Business Metrics

Revenue: $4.2 Billion	No. 2 Custodian Globally

Total Business Metrics and Developments

Revenue: $38.3 B	Net Income: $11.9 B
Approval to Operate Majority-Owned Chinese Securities Joint Venture (with Path to 100% Ownership)	Acquisition of Philadelphia-Based InstaMed, a Health Payments Company

Banking Regulation

Retirement Products and Services

Private Banking Services (Loans, Mortgages, Trusts and Estates, and Interest-Bearing Deposit Accounts)

Fiduciary Services for Trusts and Estates

Financial Planning Services

Stock Brokerage Services

Mutual Fund Products

Commercial Lending

Treasury Services

Investment Banking and Asset Management Products

Asset Management and Wealth Clients

Private Banking Clients
- High- and Ultra-High-Net Worth Individuals and Families
- Money Managers
- Business Owners and Small Corporations Worldwide

Institutional Clients
- Public Institutions
- Corporate Institutions
- Endowments and Foundations
- Non-Profit Organizations
- Governments Worldwide

Retail Clients
- Financial Intermediaries
- Individual Investors

Commercial Banking Clients

Middle Market Banking Clients
- Small Businesses
- Mid-Sized Corporations
- Local Governments
- Nonprofit Clients

Commercial Real Estate Banking Clients
- Real Estate Investors
- Real Estate Developers
- Owners of Multifamily, Office, Retail, Industrial, and Affordable Housing Properties

Corporate Client Banking Clients
- Large Corporations

Bank Regulators
- Federal Reserve Board (Bank Supervision and Regulatory Capital and Total Loss-Absorbing Capacity Requirements)
- Consumer Financial Protection Bureau (Consumer Protection Regulation Focusing on Mortgages, Credit Cards and Student Loans)
- Office of the Comptroller of the Currency (National Bank Regulation and Supervision; Minimum Capital Requirements)
- Federal Deposit Insurance Corporation ($250k of Deposit Insurance per Depositor per Insured Bank Account)
- European Central Bank (Europe Bank Examiner and Regulatory Capital Requirements within the European Single-Supervisory Mechanism)
- French Prudential Supervision and Resolution Authority (French Bank Regulator and Examiner)
- UK Financial Conduct Authority (International Bank Examiner and Regulatory Capital Requirements)
- UK Prudential Regulatory Authority (International Bank Examiner)
- Bank of England (Minimum Requirement for Own Funds and Eligible Liabilities of UK Banks)

Outside Relationships

Customers

Corporate Strategy Clients
- Acquirors
- Acquisition Targets
- Business Sellers

Banking Clients
- Corporations
- Investors
- Financial Institutions
- Government Entities
- Municipal Entities

6,500 Markets Clients
- Institutional Investors
- Investment Entities (on Behalf of Depositary, Insurance and Retirement Clients)
- Professional Market Clients

Securities Services Clients
- Asset Managers
- Insurance Companies
- Public Investment Funds
- Private Investment Funds

Mergers, Acquisitions, Divestitures, and Corporate Structuring Advisory Services

Public Offerings and Private Placements of Debt Securities

Public Offerings and Private Placements of Equity Securities

Cash Management, Payments, and Other Treasury Services

Fixed Income and Equity Securities Trade Execution (as Principal or Market Maker) and Financing Services

Pricing Information, Market Intelligence, and Investment Research Services

Derivatives Contracts (Interest Rates, Foreign Exchange, Equities, and Commodities)

Custodial, Fund Administration, Clearing, Settlement, and Other Securities Services

Suppliers

Professional Services Firms
- Pricewaterhouse Coopers (Audit Services)
- McGuireWoods (Diversity Law Firm Initiative)
- Skadden, Arps, Slate, Meagher & Flom (Litigation Counsel)
- Zenith (Global Media Planning and Buying)
- Capitol Counsel (Lobbying Services)

Capital

Significant Shareholders
- Vanguard Group (7.51%)
- SSgA Funds Mgmt. (4.43%)
- BlackRock Fund Advisors (4.26%)
- Capital Research & Mgmt. Co. (2.45%)
- Wellington Management (1.85%)
- Institutional Ownership: 71.70%

Regulators

Securities Regulators
- U.S. Securities and Exchange Commission
- New York Stock Exchange

Securities Regulation and New York Stock Exchange Listing Rules

Dividends and Common Stock Repurchases

Equity Capital

Professional Services

Key Company Data

Share Data
- Stock Exchange: NYSE
- Ticker Symbol: JPM
- Share Price: $116.11 (as of 11/17/20)
- Earnings Per Share: $7.67 (trailing 12 months)
- Forward Annual Dividend: $3.60
- Market Capitalization: $354.018 B

Financial Highlights
Non-Interest Revenue: $58.382 B
- Investment Banking Fees: $7.501 B
- Principal Transactions: $14.018 B
- Asset Management, Administration and Commissions: $17.165 B
- Investment Securities: $258 M
- Mortgage Fees and Related Income: $2.036 B
- Card Income: $5.304 B
- Other, Primarily Operating Lease Income: $5.304 B

Interest Income: $57.245 B

Total Revenue: $115.627 B

Total Non-Interest Expense: $65.497 B
- Compensation Expense: $34.155 B

Provision for Credit Losses: $5.585 B

Income Tax Expense: $8.114 B

Net Income: $36.431 B

Total Assets: $2.688 T

Total Liabilities: $ 1,853T
- Customer Deposits: $1.562 T
- Long-Term Debt: $291.5 B

Equity: $261.3 B

Net Cash Flow: ($15.162 B)

Employees
- Employees: 256,981
- Asset & Wealth Management: 24,191
- Commercial Banking: 11,629
- Corporate & Investment Bank: 55,991
- Consumer & Community Banking: 127,137

Recent Developments and Interesting Facts

Climate Change: JPMorgan Chase has been outspoken in the steps it is taking to address climate change. In 2020, company is facilitating $200 billion toward advancing the United Nations Sustainable Development Goals, with $50 billion being allocated toward green initiatives.

Consumer and Consumer Bank Competitors
- Citibank
- Wells Fargo
- Bank of America
- Truist Bank

Investment Bank Competitors
- Goldman Sachs
- Morgan Stanley
- Credit Suisse
- Citi Group

Asset & Wealth Management Competitors
- Goldman Sachs
- Wells Fargo
- Fidelity

Global Markets Competitors
- UBS
- Goldman Sachs
- Morgan Stanley

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