

Commercial Perspectives

Commercial Payment Cards and Cash Management

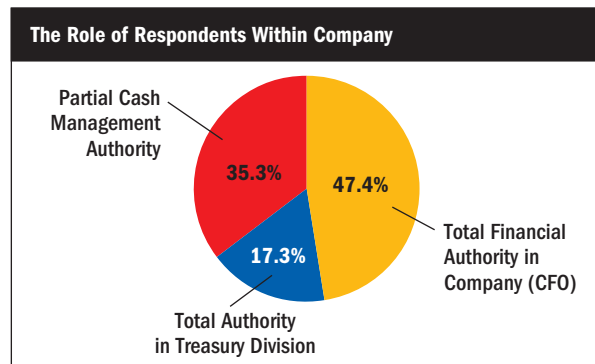
Study Overview

As part of an ongoing effort to understand and improve business payment processes, Visa Commercial Solutions has initiated a comprehensive survey designed to take an in-depth look at the effectiveness of cash management within today's business environment. This marks the second year for Visa's Cash Management Survey.

Scope

The Visa survey, conducted through Survey.com, involved 405 senior executives responsible for the financial, treasury and cash management decisions of their organization.

Respondents spanned 20 industries, all with annual sales of \$25 million or more. Two-thirds of respondents represented middle market companies, with sales of \$25 million to \$500 million, and one-third represented large market companies with revenues of more than \$500 million.



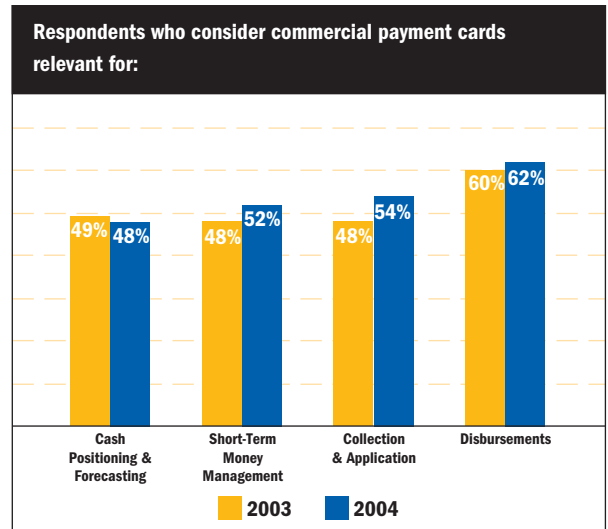
Key Findings

Use of Checks Expected to Decline

While respondents indicated they use checks more frequently than any other form of payment (81 percent), 51 percent plan to decrease the company's reliance on checks. In comparison, 40 percent of all respondents plan to increase the company's use of commercial payment cards.

Relevancy of Commercial Payment Cards

The survey found that commercial payment cards were used by 34 percent of respondents for – on average – 22 percent of their total commercial payments. Most respondents recognized the cards' value in each step in the cash management process.

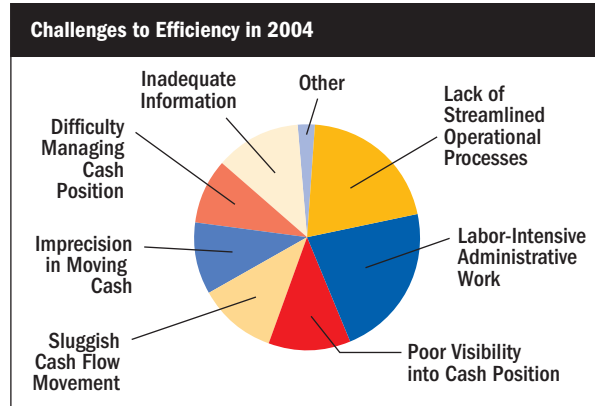


Respondents' overall satisfaction with commercial payment cards also is increasing, according to the survey results. Of those respondents who indicated that they use card programs for collections and disbursements, 70 percent said they were satisfied, up from 55 percent in 2003.

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Technology and Company Policy are Positive Impacts on Cash Management

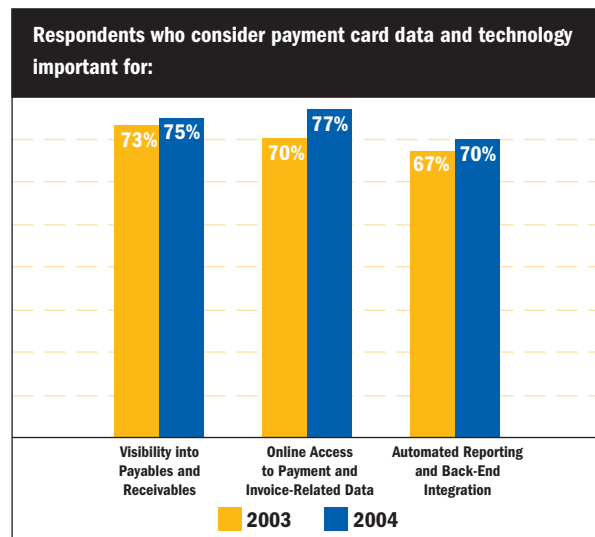
Respondents indicated challenges with their cash management process but are optimistic that changes in company policy and technology will have positive impacts in terms of efficiency.



In particular, findings suggest that CFOs, treasurers and controllers will increasingly implement new technologies and turn to commercial card programs to increase efficiency.

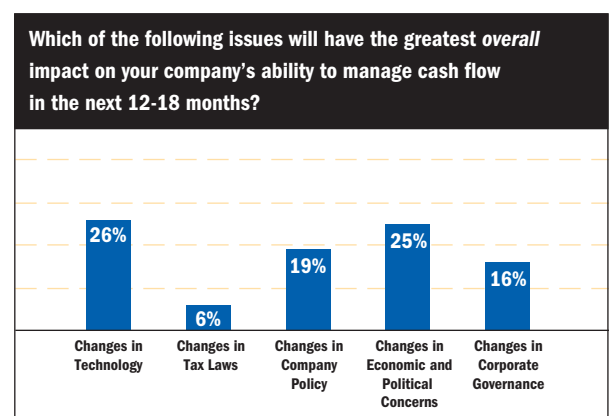
Importance of Payment Data Cited

Using payment card data to further improve the cash management process is clearly an ongoing goal for businesses, with an increasing number of respondents citing the importance of payment card data access and utilization.



New Issues Will Impact Cash Management Process

The survey found that financial executives have identified issues that will affect the cash management process over the next 12-18 months.



Visa has anticipated these trends by creating commercial payment solutions that integrate with new technologies and data reporting tools that make corporate policy compliance easier with increased visibility into commercial payments. By utilizing these tools, companies can expect to improve the efficiency of their cash management process.

For More Information

To learn more about how Visa's commercial payment solutions can meet your cash management needs, please visit www.visa.com/commercial; or contact your financial institution.