

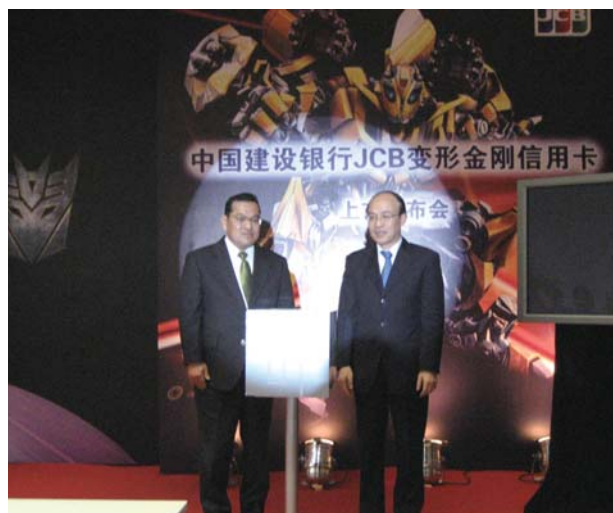
China Construction Bank Launches Its First JCB Credit Card

JCB, together with its wholly owned subsidiary JCB International, has been accelerating its effort in enhancing JCB brand cardmember base in China by tying a new issuing partnership with an influential Chinese commercial bank, China Construction Bank (CCB). In January 2010, CCB launched JCB brand Transformers Credit Card with card designs featuring the robot toys popular across the world, especially Japan, China, and the United States.

CCB, one of China's four major commercial banks, has a branch network extending throughout the country and a firm customer base. As the bank is aggressively building its credit card business, JCB expects to increase JCB cardmembers in China through this partnership. For CCB, partnering JCB International and adding the major international credit card payment brand JCB that originated in Japan will strengthen CCB's product line, enhance customer service, and further increase customer base. In building the partnership and developing the Transformers Credit Card, JCB contributed its expertise in co-brand program development from its knowledge and experience in the credit card business in Japan.

JCB and JCB International have been expanding JCB card acceptance in China to increase convenience for JCB cardmembers since 1982. Currently JCB has alliances with eleven partner banks and financial institutions for merchant acquiring, and approximately 100,000 merchants now accept JCB cards in China for payment. JCB brand card issuing to consumers in China has also been expanding to meet the growing needs of the market for international credit cards. In addition to CCB, Bank of China, Bank of Shanghai, China Everbright Bank, China Merchants Bank, Shanghai Pudong Development Bank, China Minsheng Banking Corporation, and Ping An Bank have already launched JCB brand credit cards, and JCB cardmember base in China will soon exceed 4 million.

Transformers Credit Card is the international credit card for Transformers fans with designs featuring the robot toys. Fans can choose their favorite Transformer character from four different designs, earn points exchangeable for original Transformer toys, and enjoy many other attractive services including JCB international brand functions and services and CCB credit card functions and services. Camsing Investment (Group) Company Limited, a major copyright company based in Hong Kong, cooperated with CCB in the launch of the Transformers Credit Card.



At the launch ceremony of Transformers Credit Card.
(From left) Mr. Koremitsu Sannomiya President & COO of JCBI, Mr. Zhao Yuzi General Manager of China Construction Bank

Major functions and services

Available to	Residents of China
Card types	Standard only
Annual fee	RMB 80. Fee is waived if card is used at least three times during the year.
Major functions and services	Select from four card designs. Dual-currency (USD and RMB). CCB credit card functions and services. JCB international brand functions and services Earn points exchangeable for original Transformer toy rewards.



(From left) Mr. Toshifumi Ooka Chief Representative of JCBI Beijing Rep. Office, Mr. Jiang Zhichun Deputy General Manager of CCBC, Mr. Zhao Yuzi General Manager of CCBC, Mr. Koremitsu Sannomiya President & COO of JCBI, Mr. Wu Huitao Deputy General Manager of CCBC, Mr. Koichiro Wada Representative of JCBI Shanghai Rep. Office, Mr. Ryo Morita EVP of JCBI Sales & Marketing Asia Pacific Department

Hua Nan Commercial Bank Launches New JCB Love Card

Hua Nan Commercial Bank, a major commercial bank in Taiwan, launched the new JCB Love Card in December 2009. The new card features one half of a heart design on the card face. The card comes in two colors, red and black, and when the cards are put together the whole heart appears. Hua Nan Commercial Bank designed this card with the concept "one person's satisfaction is two people's happiness". Marketing analysis

of men and women age 25 - 39 shows that young adult lifestyles and consumption patterns are changing rapidly. The cards are designed to achieve product differentiation and appeal to these young adults with a black card for men and a red card for women. The Love Card features JCB's contactless payment solution J/Speedy™ in addition to EasyCard, a contactless smartcard system operated by the Taipei Smart Card Corporation.

Love Card Promotion Overview

- Red and black cards: Use the card within 45 days after becoming a new cardmember and receive choice of one gift. Mister Donut (5 items), Pizza Hut (size 9 pizza) or Rose House tea bags. Until December 31.
- Red cards only: Buy one get one free movie ticket at Shin Kong Movie Theater and Cinemark. Buy one get one free set of tea bags at Rose House. Three free airport transportation service. Double points (if monthly spend exceeds 5,000 TWD).
- Black cards only: Buy one get one free coffee at Dante or 85 degree C. Cashback and point service. Free parking at the airport. Free parking in the city (2 hours maximum, once a day).



About J/Speedy™

J/Speedy is JCB's global standard-based (ISO/IEC 14443) contactless payment solution. The solution allows lower development costs for vendors and a more attractive value proposition for merchant investment in terminals and card readers, promoting expansion of the contactless payment infrastructure in the Asia market. The first JCB card with J/Speedy was launched by Union Bank in Taiwan on September 2007.



J/Speedy



(From left) Mr. Sean Lien Sheng-wen, Chairman of EasyCard Corporation, Mr. Lin Ming-Cheng, Chairman of Hua Nan Financial Holdings Co., Ltd. Mr. Wang Alex J.C., President of Hua Nan Financial Holdings Co., Ltd. Mr. Hiroyuki Ono, President of JCB (Taiwan) Co., Ltd.

JCB and Shinhan Card Strengthen Alliance with URS Credit Card

JCB International and major credit card company Shinhan Card are strengthening their alliance with the signing of a business agreement to jointly launch a URS credit card. The signing ceremony was held at the Lotte Hotel in downtown Seoul in December 2009.

The URS is an entirely new concept in credit cards. The URS card is issued as a local credit card, however, URS cardmembers can use the JCB international network to purchase goods and services or get a cash advance wherever there is a JCB acceptance mark.

Through this strategic alliance, Shinhan Card and JCB International seek to work together to make a strong entry into the market in Southeast Asian countries. Shinhan Card and JCB International also aim to build a strong relationship in credit card issuing and international merchant services.

Shinhan Card and LG Card merged as the new Shinhan Card in 2007. Shinhan Card has been issuing JCB brand cards since 1999. JCB and JCB International intend to continue making the alliance

with Shinhan Card even stronger to promote JCB brand cards with an adaptable scheme that is unique and responsive to Korean market needs.



(From left) Mr. Koremitsu Sannomiya, President & CEO of JCB International, Mr. Lee Jae-woo, CEO of Shinhan Card

JCB CMB Hello Kitty Fan's Gold Credit Card Issued in China

China Merchants Bank (CMB), a major commercial bank in China, began offering the international branded JCB CMB Hello Kitty Fan's Credit Card on 1 March 2007, with designs featuring 'Hello Kitty' and 'Dear Daniel' licensed by Sanrio (Shanghai) International Trade Co., Ltd.

Based on years of successful experience with Hello Kitty design JCB cards in other Asian countries, JCB brought the proposal to CMB for issuing value added cards featuring the character, which is popular across a wide segment of Chinese consumers. In October 2009 JCB and CMB created a different and more attractive design to meet the diverse demand in the China market, and CMB launched the Hello Kitty Fan's Gold Credit Card with the new design in March 2010. CMB Hello Kitty Fan's Gold Credit Card offered by CMB delivers even

higher quality service to cardmembers, and is part of the expansion of the JCB global credit card brand in the Chinese payment market.



China Everbright Bank Launches New JCB Gold Card with Jinyi International Cineplex

China Everbright Bank, Jinyi International Cineplex and JCB International launched a new co-branded Gold card in Tianjin, China in June 2010. The new card is the first JCB brand card to be co-branded with a movie theater and also the first JCB brand card in the Tianjin area. The new card is another achievement for the business alliance between JCB International and China Everbright Bank, expanding to meet the diverse needs of Chinese consumers.

JCB and JCB International have been building the acceptance network in China in cooperation with major local banks and financial institutions since 1982, right after the launch of JCB's overseas operation as a global payment brand. While in the past the objective was mainly to enhance acceptance for JCB cardmembers

traveling to China from Japan and other Asian countries, the rapid growth in the Chinese economy has driven demand for international credit card issuing, making the country one of the most important markets for JCB card issuing to local residents.

This new gold card has a cinema film design, perfect for a movie theater. The co-branded card features special Jinyi International Cineplex membership services along with China Everbright Bank and global payment brand JCB functions and services.



MAF JCB Issues The First JCB GiftCard in UAE

In Dubai, Majid Al Futtaim JCB Finance LLC (MAF JCB) has launched a JCB GiftCard (prepaid card) to enhance convenience for UAE consumers. MAF JCB GiftCard can be used to buy anything from hundreds of stores at any of their Majid Al Futtaim shopping mall - Mall of the Emirates, Deira City Centre, Sharjah City Centre, Ajman City Centre and Mirdif City Centre. Each mall has its own MAF JCB GiftCard which can be used in all 5 malls.

The MAF JCB GiftCard function and services

- Can be loaded with any amount between AED 50 to AED 3,000
- Can spend the amount loaded on the card as many stores as they like, the purchase amount will be deducted from the available balance
- Valid for one year from purchase date
- GiftCard holders can check their balance on-line or by telephone
- GiftCard holders can register the card on-line and if it is lost or stolen, the remaining cash value can be refunded
- Can be used at any of the 5 MAF malls in the UAE
- Is accepted at all stores within the 5 MAF malls



At Majid Al Futtaim Shopping mall

JCB Strengthens Merchant Acceptance in Vietnam for JCB Cardmember Convenience

JCB and JCB International entered into the Vietnam market to expand JCB card acceptance by signing with Joint Stock Commercial Bank for Foreign Trade of Vietnam in 1991, followed by Australia and New Zealand Banking Group Limited and United Overseas Bank Limited in 1998. As the potential credit card market potential has expanded due to Vietnam's strong economic growth after the country joined the WTO in 2007, JCB International

has been actively partnering with a number of banks including Asia Commercial Joint Stock Bank, Dong A Commercial Joint Stock Bank, and Sai Gon Thuong Tin Commercial Joint Stock Bank. Recently JCB International has announced several new partnerships with major Vietnam banks, which will further enhance JCB card acceptance in this emerging card market.

Vietin Bank Starts Merchant Acquiring for JCB Card in Vietnam

Vietnam Joint Stock Commercial Bank for Industry and Trade (Vietin Bank), one of the largest credit card acquiring banks in Vietnam, started to facilitate JCB credit card acceptance in Vietnam in November 2009. The arrangement includes enabling JCB cardmembers to use their JCB credit cards for purchases at approximately 3,500 Vietin Bank merchants by March 2011. Mr. Tsuyoshi Notani, Managing Director of JCB International (Thailand) Co., Ltd., said, "Vietnam will continue to be an important market for JCB and JCB International in terms of JCB card acceptance. In order to enhance the JCB merchant network, we have been building and strengthening alliances with leading banks and financial institutions in Vietnam. I am extremely pleased that Vietin Bank, one of the largest merchant acquiring banks in Vietnam, today started to facilitate JCB card acceptance at their merchants. I believe this will further increase the level of cardmember convenience throughout Vietnam, especially popular tourist sites such as Hanoi and Ho Chi Min City".



Vietnam Eximbank Starts Merchant Acquiring for JCB



Vietnam Export Import Commercial Joint Stock Bank (Vietnam Eximbank), one of the country's leading commercial joint-stock banks in terms of total assets and equity, started to recruit JCB credit card merchants in Vietnam in July 2010, based on the agreement signed by Vietnam Eximbank and JCB International in September 2009. Now Vietnam Eximbank is phasing in JCB cards acceptance at its merchants. The bank targets to complete enabling JCB cards to be accepted at all their existing merchants by 2011. "Vietnam Eximbank is pleased to have an opportunity to enhance wider acceptance and to expand the merchant service channel to JCB", said Ms. Dinh Thi Thu Thao, Vice President at Vietnam Eximbank. JCB International entered into this arrangement with the aim of enhancing convenience for JCB cardmembers largely based in Asia, including Japan, China, Taiwan, and Korea, who travel to Vietnam. Vietnam Eximbank aims to strengthen services for their merchants by accepting JCB, the international credit card brand, giving more payment options for customers and generating more sales opportunities with a growing JCB cardmember base in Asia.

Agribank Starts Merchant Acquiring for JCB

Vietnam Bank for Agriculture and Rural Development (Agribank), the largest commercial bank and one of the major credit card acquiring banks in Vietnam, started to recruit JCB credit card merchants in Vietnam in August 2010, based on the agreement signed by Agribank and JCB International in July 2009. Agribank is phasing in JCB card acceptance for purchases at Agribank merchants and cash withdrawals through the Agribank ATM network. The bank targets to complete acquiring operation for JCB card acceptance at all of its existing 4,000 merchants and 2,100 ATMs by the end of 2010. "Agribank is pleased to have this opportunity to provide a merchant service channel to JCB which will lead to further expansion of the card and payment market in Vietnam", said Mr. Pham Thanh Tan, Agribank's CEO. At the operation launch ceremony, Mr. Tamio Takakura, Chairman and CEO of JCB International stated the importance of strengthening its acceptance network in Vietnam, which is one of the key target markets for JCB because of its strong growth and potential scale, and that JCB was very fortunate to commence a business tie with such an influential institution as Agribank, who has a solid country-wide merchant network and is increasing its presence at a extremely fast pace in the card industry in Vietnam.



ConCardis Starts JCB Merchant Acquiring in Europe

ConCardis, based in Frankfurt/Main Germany, began JCB merchant acquiring in August 2010 after signing a new license agreement for merchant operations in March 2010.

ConCardis, established in 2003 (formerly EURO Kartensysteme EUROCARD und eurocheque GmbH), ranks among the leading providers of cashless payment services, with around 400,000 acceptance points. ConCardis provides all manner of services relating to card-based payment for traditional over-the-counter retail and service providers. ConCardis is also expanding business to Switzerland, Austria and the Benelux countries.

According to the German Head Office for Tourism (DZT), tourists from Asia like to use their short annual leave for long-distance travels. Germany is one of the very popular destinations for Asians, which will be reflected in increasing numbers of overnight stays in the coming years. According to industry statistics, Japanese tourists to Germany in the first half of 2010 numbered 655,000, 9.8% more than the previous year. As a result of this substantial alliance, JCB cardmember convenience will significantly increase in Germany.



JCB Acceptance in United States Surpasses 3 Million through Strategic Alliance with Discover Financial Services

Since the beginning of the alliance between JCB and Discover Financial Services (DFS), the number of JCB merchants in the United States has grown rapidly. As of November 2010, over 3 million merchants in United States now accept JCB cards.

Before the alliance with DFS, JCB merchant acceptance in the United States primarily focused on tourist sites such as souvenir shops, brand merchants, and duty free shops. After opening the DFS network to JCB, major national chain stores such as Wal-Mart, Starbucks, and Target now accept JCB. The expanded acceptance not only benefits tourists but also residents to help meet their daily shopping needs with expanded JCB acceptance at merchants such as supermarkets, gas stations, and drug stores. In general, many merchants in United States do not display credit card brand logos, however, JCB card acceptance has definitely grown as you can see.

JCB and JCB International Credit Card in the USA are running a number of campaigns with merchants in United States. For

example, Walmart, the largest retail chain in the world, and JCB have partnered in a campaign named "Aloha! from Walmart" from November 2010 to March 2011. Also, advertisements in various media reflect the growing acceptance of JCB in



At Macy's, Downtown LA

United States. A number of major travel guidebooks carry advertisements promoting JCB at major merchants in United States. JCB and DFS plan to continue expanding acceptance, and the number of merchants that accept JCB in the United States is expected to double in the next few years.



Hobex AG Starts JCB Merchant Acquiring in Austria

Hobex AG, a comprehensive payment service provider in Austria, started JCB merchant acquiring business in December 2009, based on a license agreement with JCB International signed in April 2008. This is JCB's third merchant acquiring partnership in Austria.

"We are very happy to announce this alliance with Hobex, a major player in the industry, which will enhance acceptance in Austria",

remarked Thomas Heigl, Regional Manager of JCB International (Europe) Limited. Heigl also noted that "Hobex is the acquirer of Louis Vuitton, one of the best producing JCB merchants. Our cardmembers who travel to Austria are sure to have a more satisfying experience during their stay thanks to Hobex merchant acquiring business."

hobex
ZAHLUNGSSYSTEME

DBS Signs Agreement for Merchant Acquiring Services with JCB International

DBS Bank Limited (DBS) and JCB International have signed an agreement for JCB card merchant acquiring services in Singapore, Hong Kong and Macau. DBS started facilitating JCB card acceptance in its merchant network from 20 January, 2010 in Singapore and from 10 May, 2010 in Hong Kong and Macau.

JCB's partnership with DBS further expands the JCB International merchant network in Singapore, Hong Kong and Macau, allowing JCB cardmembers to enjoy wider card acceptance in these three important markets. Through the agreement, DBS also benefits by giving its merchants access to card transactions generated by JCB's over 60 million cardmember base, concentrated in Asia.

DBS Bank Limited, established in 1968 and based in Singapore, is one of the largest financial service groups in Asia with operations in 16 markets in the region. DBS Bank (Hong Kong) Limited (DBS HK) is a subsidiary of DBS and a major credit card issuer and acquirer in Hong Kong.

"We are pleased to announce our co-operation with JCB International as we will be able to provide more comprehensive and improved merchant acquiring services by expanding our acquiring network to include JCB cards. We are pleased to work with JCB

International to increase the number of JCB merchants in

星展銀行  DBS

order to offer better acceptance services to JCB cardmembers through our extensive network." said Ms. Carol Hung, Senior Vice President, Cards & Unsecured Loans, Consumer Banking, DBS Bank (Hong Kong) Limited.

"I am excited about JCB International's arrangement with DBS HK, one of the largest acquiring banks in Hong Kong. I believe this will further increase the level of cardmember convenience throughout these markets. The partnership with DBS HK is a milestone in the extension of our acceptance network, and marks another significant achievement in JCB's international expansion." said Takahisa Izumi, Managing Director of JCB International (Asia) Ltd., based in Hong Kong.

"The co-operation with JCB International will bring sound economic benefits to DBS merchants and will also help further expand the JCB merchant network, providing more convenience for customers. Given the expansion of acceptance, DBS will improve its cardmember service and risk-prevention measures to create a safe and convenient environment for JCB cardmembers", added Ms. Hung.

JCB Holds IC Card Seminars in Shanghai and Beijing

JCB held IC Card seminars in Shanghai on 9 September and Beijing on 10 September 2010. Over 100 representatives from JCB partner banks in China gathered to learn more about issuing chip cards. Starting with opening remarks by Naoto Aoki, Vice President of JCB International China and Akihito Sato, President of JCB International Beijing Branch, the seminars focused on three topics: an introduction to J/Smart, chip card issuing in China, and contactless payment technology and the micro payment market in Japan. The credit card market in China is expanding rapidly, and JCB International further strengthened its partnership with Chinese financial institutions at these seminars by sharing expertise developed both as a brand holder and as a major chip card issuer in Japan. JCB and JCB International will continue working with partners in China to contribute to the development of the China credit card market.



11th JCB World Conference in Miyazaki, Japan

The 11th JCB World Conference was held on 26 - 28 October at the Phoenix Seagaia Resort in Miyazaki Japan, with 400 representatives from 190 JCB partner companies and financial institutions in 27 countries and territories. The objective of the JCB World Conference is to bring together JCB business partners from around the world to share JCB brand strategy and the direction of future global expansion, and to develop new ties and enhance partnerships. The JCB World Conference has been held once every two years since 1988, and features speeches by executives from partner financial institutions around the world and other industry leaders, as well as introducing the latest solutions in payment systems. The conference is also designed to create opportunities for participants to share information and exchange opinions. The theme of the 11th JCB World Conference was "JCB - Your Partner in the Global Payments Revolution", and focused on JCB brand direction and global strategy based on the current shift in the world payment market to emerging local economies and regional players.

Starting off with a speech by Motoshige Itoh, professor of Faculty of Economics at University of Tokyo, the conference featured guest speakers Wiebe Ruttenberg, head of Market Integration Division at the European Central Bank and Paul Candland, president of The



Walt Disney Company (Japan) Ltd. Regional presentations were made by four speakers from Discover Financial Services, China Minsheng Banking Corp., Ltd., Majid Al Futtaim Ventures and the East Japan Railway Company. JCB management also made presentations to share strategy.

The 11th World Conference closed with a remarkable farewell party featuring some of the performances from the show Cirque du Soleil® "ZED™". JCB hopes to meet all the participants again at the 12th JCB World Conference, which will celebrate JCB's 50th anniversary and its current position as a leading global brand.



Phoenix Seagaia Resort in Miyazaki

History of the JCB World Conference

The JCB World Conference is a biannual event hosted by JCB to share its international brand strategy and direction with partners who support JCB brand business. The conference has been held in cities all over the globe since 1988, including Tokyo, Vienna, Bangkok, Rome, Toronto,

Madrid, Kyoto, and Hawaii. Many participants view this event as a great opportunity for deepening mutual understanding between JCB and other companies in the card business.

	Year	Place	Guest Speaker		
			Welcome Remarks	Plenary Session	Other presentations
1	1988	Tokyo	-	Nilson Report	-
2	1990	Hawaii	Chairman, Bank of Hawaii	Nilson Report	Intourist
3	1992	Vienna	Mayor, City of Vienna	Central Bank of Austria	AT&T
4	1994	Bangkok	Governor, City of Bangkok Ambassador of Japan to Thailand	Ministry of Finance, Thailand	Bank of China
5	1996	Rome	Mayor, City of Rome	Central Bank of Italy	Chinatrust Commercial Bank Microsoft
6	1998	Toronto	Canadian Tourism Commission Ambassador of Japan to Canada	Central Bank of Canada	First Data Corporation Hertz
7	2000	Madrid	Minister of Tourism, City of Madrid Ambassador of Japan to Spain	Banco Bilbao	CEO, RCBC
8	2002	Bali	This Conference was cancelled		
9	2004	Kyoto	Mayor, City of Kyoto	Economic Planning Agency	Ministry of Economy of Japan Bank of China NTT Docomo
10	2006	Hawaii	Mayor, Honolulu City Chairman & CEO, Bank of Hawaii	Former Comptroller of the Currency of the United States	Industrial and Commercial Bank of China LG Card Co., Ltd. HSBC JTB
11	2009	Miyazaki	Mayor, Miyazaki City Governor, Miyazaki Prefecture	Professor, Faculty of Economics, The University of Tokyo	Discover Financial Services European Central Bank Majid Al Futtaim Ventures The Walt Disney Company (Japan) Ltd.

The 11th JCB World Conference Speech

“JCB – Your Partner in the Global Payments Revolution”

Tamio Takakura

President and Chief Executive Officer

Chairman and Chief Executive Officer, JCB International Co., Ltd.

Ladies and gentlemen, I am honored and excited to welcome you, our global partners, to the 11th JCB World Conference here in Miyazaki. This conference is held every other year and intended to convey JCB's updated strategy and focus as well as new developments that surround us. At the same time, we would be very happy if this conference serves as an opportunity for us to develop new ties and relationships among ourselves.

Today, based on our perception that the global payments market is currently going through an important paradigm shift, brought about by emerging regional economies and the rise of some key regional market players, I would like to attempt to discuss the direction and strategic moves JCB is taking, as the global payments market undergoes this paradigm change.

World payment market

Let us first take a quick overview at how the growth in the world credit card market has been driven and supported by growth in the world economy. Over the past 50 years, the United States has been a leading force in the world economy, even as the drivers of that economy changed from manufacturing to service, and information technology related industries. During this period, the US GDP grew steadily to reach a 30.6% share of world GDP in the year 2000.

The overwhelming strength of the US economy supported the growth of the American payment brands Visa and MasterCard, as they built a dominant two-brand worldwide credit card market, while creating important values by shifting paper to convenient and secure electronic payment. However, it is our growing conviction that a change of large magnitude is taking place in the global payments landscape that will adversely influence the two-brand dominance, due primarily to two factors.

The first factor relates to the IPO's where MasterCard went public in 2006, and Visa in 2008. While going public gave them access to additional capital that they both needed to secure in order to be prepared for the outcome of the anti-trust lawsuits brought by their competitors, this move on the other hand, placed a number of restrictions on their management, namely, they are under an enormous pressure to perform profitably to meet the never-ending demand of the stock market. And, this surfaced serious conflicts between the two large brands and their issuers and acquirers throughout the world, as many of you may have witnessed during the ordinary course of your business.

The second and a more direct factor adversely impacting their dominance, is the emergence of certain key regional players who are leveraging their fast growing economies and entering into the international payments brand scene.

Let's now see how the world economy is diversifying into several regional strengths.

A number of countries and territories are gaining significant economic power besides the US who has led the world economy for



the past half-century. As a result, the US share of world GDP dropped from a high of 30% in the year 2000 to 25% in 2007, a significant fall. In the same period, the world GDP share of BRICs (Brazil, Russia, India, and China), who are showing remarkable growth, rose dramatically from 8% to 13%, and is expected to continue to rise.

Asia is solidifying its status in the world as a market with unique potential for growth. In particular, China has achieved remarkable economic growth since 1978 when it first took the road to liberalization, to adopting a market-economy in 1992 and joining the WTO in 2001. In doing so, China has built a firm economic foundation and institutional framework that are adapted to a global market economy. This transformation has drawn healthy investment by foreign capital primarily in the manufacturing sector, and has stimulated domestic consumer markets as well. China's influence in the world is clearly increasing, as they have transformed themselves from the 'world's factory' to the 'world's biggest market'. I might add that their economy has proved resistant to the recent sub-prime shock downturn, as the UK Economist magazine acknowledged China's quick recovery as "Asia's Astonishing Rebound".

In Europe, the currency unification in the year 2000 gave birth to a coherent economic zone. The Euro Zone's share of world GDP is 22%, about the same level as the US. In the Middle East, economic growth in the United Arab Emirates is drawing the world's attention. It is noteworthy that this growth is not only based on oil revenue, but also on revenues from manufacturing, transportation, real estate and other industries. The UAE is steadily building the foundation for long-term growth.

With this brief sketch of the world's economic power shift in mind, let me move to elaborate on the rise of regional players in the global payments market.

Miyazaki, October 26-28, 2009

China's GDP is 3.4 trillion US dollars with a real economic growth rate of 9%. China's share of world non-cash payments has already reached 7%. In addition to the established debit card market, credit card use has been growing rapidly, particularly, by the urban middle-class, and total card spending currently represents more than 25% of total consumer spending. With a population of 1.3 billion, China is an extremely promising market in terms of both scale and growth rate. China UnionPay, has built a solid domestic payment infrastructure, and is now aggressively expanding overseas as an international brand.

In Europe, the Single Euro Payments Area, "SEPA" is the focus of recent attention. The purpose of the SEPA initiative is to create a single payments market, where a consumer can use his domestic payment card across the Euro zone. While this generates more freedom of payment for consumers, it would increase competition among industry players. This in turn, opens up a number of possibilities, ranging from EU regional players going international on their own, or allying with an existing brand, to the development of a completely new payment brand.

In the United States, the birthplace of the credit card, American Express, an established prestige brand, is proactively expanding its Global Network Service licensee business to expand popularity. Discover Financial Services, a strong independent brand, acquired the Diners Club brand and is aggressively expanding its network globally.

This chart shows economic growth rate on the vertical axis, and card payment share of consumer spending on the horizontal axis. The size of the circle corresponds with the size of GDP. As you see, we can divide the market into two different categories: one, as in the US and European Union, a market with a mature economy and widespread card payment, including debit; two, a market with a developing economy and card payment with a huge potential for growth. Potentiality of the latter, these developing markets, is now becoming the primary focus for growth in the world credit card market.

As we have seen thus far taking a fair amount of time: while the growth of regional economies encourages global trade and consumer spending, the payments market becomes increasingly borderless. There is little doubt that card payment schemes continue to play a vital role in this environment. Therefore, it is in a way a natural consequence, given this trend that key regional card brands expand globally, in accordance with the region's strong economic development.

It would turn out a serious mistake to overlook the signs, or underestimate the importance of fundamental changes occurring in the global payments market. We need to correctly recognize that a new era of competition as well as new formation or partnering of key regional players has begun and will change the competitive landscape involving international payment brands.

JCB, the first and only international payment brand originated in Japan, considers this "paradigm shift" as a big and timely opportunity for its ambition and strategy to increase the value and presence of JCB as an international payment brand.

We at JCB see a future where key regional players including us forge a new structure of alliances where, collectively we become

preferred choices over the two dominant brands, while each of us, regional players retains its unique identity in its primary turf. JCB aspires to seek and move forward with alliances with emerging regional players including those in the US.

JCB eagerly wishes to take advantage of new growth opportunities with our partners who are present here today from all over the world.

Japan payment market and JCB initiatives -'JCB Way'

Before sharing JCB's global strategy going forward with you, I would like to provide some background on the Japanese market, where we started. In doing so, I hope you will see how JCB activity is guided by a unique philosophy and value proposition intended to contribute to the success of its brand partners' business by offering important and varied capabilities and solutions. This business philosophy is, what we practice and is called, the "JCB Way", a key word I want you to keep in mind during the next few minutes.

As I mentioned earlier, the Japanese card market holds a unique position, different from the US, and different from China.

Reflecting the size of the national economy, the card payments market is worth 30 trillion yen, approximately 300 billion US dollars, but card payment represents only 12% of total individual consumer spending. This is much lower than the 50% share for card payment in the US and the EU, so there remains significant room for growth.

Currently, however, the credit card industry in Japan is faced with very tough challenges. For one, just as many of you, we are suffering from drastic shrinkage of consumer spending following the Lehman Shock. On top of that, recent amendments to Money Lending Law and an adversary Supreme Court Ruling, though I am not going into the details today, are causing a huge pain for all of us. They not only severely raised a hurdle for the profitable operation of our business, but they are compelling many of us to come up with new profitable business models, to the extent that even some major issuers are considering exiting from the market or consolidating with others.

It is also important to note that Japan is one of the most technologically advanced credit card markets in the world, continuing to develop sophisticated payment and authentication functions and services by using cutting-edge technology. They include electronic toll collection, contactless payments for mass transportation such as SUICA by JR East, the largest railway company, mobile payments, and biometric authentication at bank ATMs to name a few.



Note: Job titles and departments are those at the time of the event.

The 11th JCB World Conference Speech

JCB is proud of the leading role it has played for almost half a century, in this uniquely advanced and fiercely competitive market. JCB's advanced infrastructure and expertise gathered through experience have been instrumental in organizing various moves and initiatives industry-wide, to shift traditionally cash-oriented markets to card payment, aiming for a more convenient and secure cashless society.

I would like to emphasize that JCB is more than just a convenient payment option. JCB adds value and attractive features for its brand members and customers. For instance, we are particularly proud of our sponsorships of Tokyo Disneyland, Tokyo DisneySea, and Cirque du Soleil, extending satisfaction and increasing benefits to customers. Last year, JCB also marked an epoch-making collaboration with Walt Disney Company Japan, who has an unmatched popularity and unique value in the entertainment industry. These alliances provide JCB with differentiated values, and make the brand even more attractive.

JCB Plaza, our exclusive customer service lounge located at 25 destinations worldwide*, is an embodiment of our distinct brand personality, offering high level of Japanese-style hospitality.

Here's another way JCB supports and contributes to our partners. Last fall we fully upgraded our systems infrastructure, now regarded as the most advanced systems in the industry. Developed over five years, the design concept of the new systems significantly increases our capacity and flexibility, and is expected to enable us to enter into full-fledged processing business, meeting the diverse requirements of our licensees, franchisees, and other top players in the industry. JCB is now ready and taking aggressive steps to accelerate its evolution into a comprehensive payment solutions provider.

In this competitive market, JCB has a confidence inspired by our values. Guided with a challenging spirit, a Japan-style hospitality, diversity and flexibility of business, JCB is more than just a credit card. By taking these unique approaches, we want to work together with you, and we are aspired to contribute to your business. This is what we call the 'JCB Way'.

JCB Brand Strategy -Achievements and Direction

Having described what the 'JCB Way' is about, I would like to briefly set out the path the JCB brand has traveled historically, and then explain certain initiatives we are undertaking going forward.

When JCB first went overseas in 1981 we started acquiring merchants on our own under a 3-party business model, and then combined that with a 4-party business model for significant growth in merchants and cardholders.

Currently there are over 60 million JCB cardholders around the world. JCB cards are accepted at 13 million merchants in 190 countries and territories. Outside Japan there are over 5 million JCB cardholders in 17 countries and territories, more than 20 subsidiaries and branch offices, and over 200 partner corporations. These figures are a proof of the good reputation earned around the world for our unique high quality service.

However, our challenge continues, and we must progress further. In this regard, let us share with you some key initiatives we are addressing now.

We appreciate very much your continued support and cooperation in our endeavors.

Our first initiative is that JCB will focus on further expansion of its cardholder base in Asia. We currently have a fairly large number of cardholders in Korea, Taiwan, and China.

In China, the first JCB cards were issued in 2005 by Bank of China and Bank of Shanghai. JCB currently works with 8 major banks as the JCB brand partners, and we think we are well positioned in a market that is the focus of worldwide attention. We have successfully leveraged our unique positioning as the only Japanese international brand. To give you an example, we have a series of co-branded cards that featured certain Japanese products and culture, launched by some major issuers. There are co-branded cards issued in collaboration with local joint venture entities of well-known Japanese companies such as Toyota Motor, Japan Air Lines, and Shiseido Cosmetics. There also are cards with designs featuring animation characters, born in Japan and popular among Chinese consumers, such as Hello Kitty. In fact, one of them has successfully achieved a milestone of 1 million cardholders in a relatively short period of time.

Recently, the JCB brand issuers have started to expand into other segments of the market. Thanks to China Minsheng Banking Corporation, a co-branded JCB card was recently launched with China Eastern Airlines. This adds to various co-branded cards such as those with a local department store and a fashion magazine publisher.

The beginning of JCB's relationship with China UnionPay, which is making rapid advances both in China and internationally, dates back to 2003, when China UnionPay and JCB signed an agreement for JCB acquiring in China. We also entered into another agreement in 2006 for JCB to provide the gateway for accepting China UnionPay cards at ATMs in Japan.

In Korea, JCB has partnerships with Shinhan Card, Kookmin Bank, Hana Bank, and other major financial institutions.

In Taiwan, we ally with 25 banks after entering an agreement with the National Credit Card Center in 1992, whose long and warm support we appreciate very much.

The most important JCB strategy going forward is, to continue to improve brand awareness and expand cardholder base in Asia. We sincerely ask for your cooperation.



Miyazaki, October 26-28, 2009

The second initiative relates to the expansion of the acceptance network. Three years ago at the last JCB World Conference in Hawaii, we announced that JCB had signed a reciprocal acceptance agreement with the major US card company Discover Financial Services, and we promised that JCB merchant network in the US would grow from 9 hundred thousand at the time to over 4 million, or roughly the same acceptance coverage as Visa and MasterCard. Today we report to you we are making good progress toward that goal. By the end of this year, we will be adding over 1 million merchants including such locations as gas stations, supermarkets and other everyday shopping places. We plan to have JCB accepted at over 5 million merchants in the US and have equal acceptance with the other brands in 2011. Let me add that JCB's task to accommodate Discover cardholders in Japan is also progressing well.

I would also like to briefly mention that in Europe, JCB is closely following the move of the SEPA initiative with a particular focus on new approach to expand our payment network there, in addition to our continuing efforts to work with major players there.

The third initiative has to do with a new approach to brand expansion. JCB has been entertaining the idea of forming a joint venture with strong partners in markets where the JCB does not have a strong presence. The first attempt of this new business model is Majid Al Futtaim JCB Finance, a joint venture company established last year with two important partners, Orix Corporation of Japan and Majid Al Futtaim Group in the United Arab Emirates.

JCB intends to move forward using this new business model of creating joint ventures with strong local partners in Asian countries and elsewhere.

Fourthly, in our home market, Japan, we plan to further expand our cardholder base and build an overwhelming brand presence by re-emphasizing the "JCB Way", I talked about earlier. With that in mind, we will put such initiatives forward as realigning our products and services, and giving our brand members a broader access to those services that have been offered solely to our proprietary members. As a part of this effort, shortly we will begin a broad review of customer services and service channels. This includes a restructuring of the overseas JCB Plaza network, that would involve an extensive cooperation with JTB Group, our important alliance partner and the largest travel-related service company, more uniquely known as "the largest company undertaking businesses related to the 'Exchange Culture' industry.

Lastly, I would like to report to you a major corporate reorganization that took place at JCB in April, this year that resulted in a formation of the Brand Business Division, where all brand-related functions, both domestic and overseas, have been centralized for the purpose of better executing our initiatives to create stronger brand business growth globally.

Taking this opportunity, please allow me a few minutes to briefly introduce my trusted colleague, Mr. Koremitsu Sannomiya, Head of this Brand Business Division, and also President and COO of JCB International.

His Division is responsible for overall management of the JCB brand, including development of services, enhancement of rules and regulations, and building and maintenance of brand infrastructure. The Division also continues active participation in EMVCo, PCI SSC, and other standardization initiatives of the industry.

Together with his leadership, we will make this new organization work to better serve our brand members, leverage our unique character, and increase the brand presence.

Closing Remarks

Now, let's wrap up:

Today, we reviewed the paradigm shift in the global payments market, and noted that it is presenting an interesting opportunity for many of us.

We see a different future, different from the two-major-brand dominant market.

There is a saying that, 'It is not the strongest of the species that survives, nor the most intelligent. It is the one that is the most adaptable to change.' Now is the time, and our ability to change is being tested.

Also today, I shared with you the "JCB Way", a fundamental value that constitutes the basis for our activity and behavior to meet the challenge going forward, together with you.

The year 2011 is JCB's 50th anniversary as a company and marks 30th anniversary since we first went international. Just as in the last 30 years, we will diligently continue to earn the confidence and support of you, our brand partners, by creating a positive cycle of "Brand Value Chain".

We are fortunate to have an encouraging support of the outstanding companies around the world represented at this conference. Here I promise we will continue to firmly focus on our values, and become your unique brand partner.

Thank you for your attention.



JCB Plazas Now Expanded to 61 Popular Locations Worldwide

On 1 June 2010 JCB fully upgraded its service network, expanding the number of JCB Plaza from 38 to 61 locations in 52 cities in popular destinations worldwide. JCB Plaza staff provide services such as information about local sightseeing spots, special merchant discounts and offers, hotel and restaurant reservations and option tour arrangements among many other services to JCB cardmembers traveling away from home. Japanese-language support is always available.

In nine locations in the most popular cities with travelers, JCB Plaza Lounges offer a comfortable place where cardmembers can relax and enjoy free beverages, massage chairs, free internet access, temporary baggage check and other amenities.

One big factor of this expansion of the JCB brand international

customer service network is to meet the needs of the growing number of JCB cardmembers residing in Asia. In particular, JCB brand card issuing to consumers in China is expanding, with almost 4 million cards issued in the past five years. To provide better services to meet the diverse needs of JCB brand cardmembers largely based in Asia, JCB added Chinese-language support at JCB Plaza Lounges in Hong Kong, Korea, Taiwan, Singapore and Thailand.



JCB PLAZA Lounge Honolulu



JCB PLAZA Lounge Seoul



JCB PLAZA Lounge Paris

JCB Plaza Tokyo Relaunched in Shinjuku Enhanced Service for Cardmembers in Asia

On 21 September 2010, JCB opened the renewed JCB Plaza Tokyo customer service center in Shinjuku with more high-quality services for JCB cardmembers visiting Japan.

JCB Plaza Tokyo had been located in the fashion and trend center Omotesando before the renewal, however, moved to the more popular sightseeing and shopping district of Shinjuku in view of

the rapidly increasing number of Asian visitors to Japan. In addition to standard JCB Plaza services such as local sightseeing and shopping information, restaurant, hotel and tour reservations, and emergency support such as assistance for lost or stolen cards, visitors to JCB Plaza Tokyo in Shinjuku enjoy free internet access and browse guidebooks. Staff accessible by telephones located in the Plaza, can speak Japanese, Chinese and Korean.

JCB Launches New JCB Shopping and Dining Passport Tokyo

In April 2010, JCB launched the new JCB Shopping and Dining Passport Tokyo full of discounts and special offers for JCB cardmembers traveling to Japan. The new JCB Shopping and Dining Passport is published in Chinese (traditional and simplified), Korean and English.

JCB and popular tour bus operator Hato Bus have teamed up to offer a special free tour for JCB cardmembers visiting Japan starting October 2010, along with many other great offers and discounts from JCB merchants in Tokyo.

JCB Shopping and Dining Passport Tokyo can be picked up at JCB Plaza Tokyo (located in Shinjuku) or downloaded from the JCB brand site.

JCB Shopping and Dining Passports provide information about recommended restaurants and shops along with handy maps for

top travel destinations around the world. JCB cardmembers purchasing with the JCB card can receive special offers and discounts by showing the merchant the appropriate page in the Passport.



JCB Global Chance Campaign

The JCB Global Chance sales promotion runs from 1 September 2010 to 28 February 2011. For every USD 100 (or local currency) JCB card use outside the country of issue, cardmembers will receive one chance in a lucky draw to win gift certificates. In addition, cardmembers bringing a sales receipt for JCB card use outside the country of issue to a JCB Plaza Lounge will receive a free JCB original frog strap.

JCB is promoting this campaign in China, Korea, Taiwan and other Asian countries as well as in Hawaii, Guam and mainland USA along with other JCB brand international services.



Arashi's Kazunari Ninomiya is JCB's New Face in "Shopping Saves the World" Advertising Campaign

JCB's new advertising campaign "Shopping saves the world" was launched 24 May 2010, featuring singer/actor Kazunari Ninomiya of Japan's chart-topping boy band Arashi.

"Shopping saves the world" is the message that everyday shopping can stimulate consumption demand in today's depressed economy, triggering a chain-reaction of positive impact in everyone's life.

Recently Kazunari Ninomiya has been establishing a firm reputation as an actor in addition to his fame as a singer, and is wildly popular with the younger generation as well as other age groups in Japan. The new advertising campaign leverages his popularity in a high-impact appeal to consumers.

The advertising campaign integrates billboard, newspaper, magazine and internet advertisements with the TV commercial series. At the same time JCB and partner issuers are offering theme-related original goods as incentive to card applicants, as part of a continuing comprehensive campaign.



JCB, My Card of Choice Campaign in Philippines

JCB International together with its long-term partner issuers in the Philippines; Bankard Inc. (RCBC Bankard) and Banco De Oro Unibank, Inc (BDO) conducted a JCB card promotion, named "JCB, My Card of Choice", ceremonial launch on 6 September, 2010 at Mandarin Oriental Hotel, Makati City. The event was well-attended by a total of 60 guests from BDO, RCBC Bankard, tie-up merchants, press, Japan desks of BDO & RCBC,

and prospective new licensees.

JCB International has had a presence in the Philippines for over twenty years, first establishing a merchant acquiring alliance with RCBC Bankard in 1983, BDO (formerly Equitable Cardnetwork, Inc.) in 1998, and then starting to promote JCB card issuance to local residents with RCBC Bankard in 1996, and BDO in 1998.

"JCB, My Card of Choice" campaign

Promotion (1): **Tanoshimou! (Let's have fun!) JCB with Great Gifts** - FREE Sanrio items worth Php600 for newly approved JCB cardmembers with a minimum spend of Php 2,000 anywhere using their JCB card within the promotion period.

Promotion (2): **Tanoshimou! (Let's have fun!) JCB with Rai Rai Ken restaurants** - FREE platter of Super California Maki for newly approved JCB cardmembers within the promotion period with a minimum spend of Php 1,500 anywhere using their JCB card.

Promotion (3): **Shop & Dine for Tokyo - Raffle trip** - FREE Raffle trip ticket to Tokyo for 1 person (with 1 tag along) for newly approved JCB cardmembers within the promotion period with one usage anywhere using their JCB card, regardless of its amount.

Promotion (4): **Shop & Dine for Tokyo - Special offer merchant** - exclusive discounts & freebies from 25 Japan related establishments all over the country for all newly approved and existing JCB cardmembers within the promotion period.



(from left) Mr. Yuji Matsushita, VP Sales & Marketing of JCB Asia Pacific, Mr. Masayuki Kubo, Managing Director of JCB Asia Pacific, Mr. Oscar Biason, President & CEO of RCBC Bankard, Mr. Hiroyuki Nakamura, Director of JCB, Ms. Judith Goc-ong-Dumapay, Country Manager of JCB Manila Rep. Office, Ms. Azusa Yamada, Manager of JCB Asia Pacific.



(from left) Mr. Masayuki Kubo, Mr. Rolly Tanchanco, Executive Vice President of BDO, Mr. Hiroyuki Nakamura, Ms. Judith Goc-ong-Dumapay



At the launch ceremony



JCB Gold The Premier: a New Premium Gold Card

JCB developed a new type of JCB Gold Card, JCB Gold The Premier in April 2010. This card is invitation-only for qualified JCB Gold cardmembers and provides even higher added-value to the JCB Gold Card. The card features a special design, free

airport lounge access at more than 600 locations worldwide, special offers at select hotels in Japan, special rental car offers and increased purchase protection coverage among other added services.

Some of the added services provided by JCB Gold The Premier

- Priority Pass: Free airport lounge access at more than 600 locations in 300 cities in over 100 countries and territories worldwide.
- Special Stay Plan: Special plans at 30 select metropolitan hotels and resort hotels in Japan.
- Hertz No. 1 Club Gold: Free annual membership in Hertz No. 1 Club Gold offered by worldwide rental car network Hertz (usual annual fee JPY 5000).
- Shopping Guard (Japan, Overseas): Increased purchase protection of JPY 5 million annual coverage compared to the Gold Card's 3 million.



JATA World Travel Fair 2010 at Tokyo Big Site

The Japan Association of Travel Agents (JATA) held the JATA World TravelFair, one of the largest international travel fairs in Asia on 25 - 26 September 2010 at Tokyo Big Site. The fair boasted booths exhibited by more than 100 countries and territories for a festive international experience.

JCB was an official sponsor of the fair and presented an exhibition of JCB brand services featuring a play on its new advertising

campaign copy "JCB saves international travel", as well as a limited World Travel Fair edition of the JCB Shopping and Dining Passport with special savings and offers for fair visitors.



JCB Overseas Purchase Protection Service

As of 1 July 2010, all JCB brand cards issued in Japan provide JCB Overseas Purchase Protection.

JCB Overseas Purchase Protection provides up to JPY 500,000 annual coverage for accidental damage or theft of goods purchased by cardmembers traveling outside Japan for 90 days from date of purchase. This protection is free without any additional application

for all JCB brand cards issued in Japan by JCB or any JCB partner issuer.

In the past JCB and franchisee issuers had offered the similar Shopping Guard (Overseas), but the new JCB Overseas Purchase Protection is offered as a brand service to all JCB brand cardmembers with cards issued in Japan.

JCB Appoints Takao Kawanishi as President and Chief Executive Officer Succeeding Tamio Takakura: Takakura Named Chairman

On June 29, 2010, JCB Co., Ltd. (JCB), the brand holder of the JCB international payment brand, announced the appointment of Takao Kawanishi as President and Chief Executive Officer (CEO) at its shareholders' meeting in Tokyo held on June 28, 2010 with immediate effect. Mr. Kawanishi succeeds Tamio Takakura, who had served as JCB's President and CEO for the past 3 years. Mr. Takakura continues to serve JCB as the company's Chairman.

Mr. Kawanishi joined JCB in an advisory capacity in May 2010 from the Bank of Tokyo-Mitsubishi UFJ, Ltd., where he served as Deputy President since April 2008. He has an in-depth expertise and broad experience gained in his 38 years in the banking industry, starting with the Sanwa Bank, Limited, followed by UFJ Holdings, Inc., UFJ Bank, Ltd., and the Bank of Tokyo-Mitsubishi UFJ, Ltd. Before joining JCB, Mr. Kawanishi held a number of senior management roles including Managing Director since 2006, Senior Managing Director since 2007, and the most recent responsibility as Deputy President in the Bank of Tokyo-Mitsubishi UFJ, Ltd.

JCB International Co., Ltd. also announced the appointment of Mr. Kawanishi as Vice Chairman at its shareholders' meeting held on 29, 2010, effective immediately. Mr. Tamio Takakura, Chairman and CEO, and Mr. Koremitsu Sannomiya, President and Chief Operating Officer, will both remain in their current roles.

JCB International, headquartered in Tokyo, Japan, is a wholly owned subsidiary of JCB Co., Ltd. also headquartered in Tokyo, Japan's only international credit card brand holder. Aiming to expand the distribution of JCB cards and card



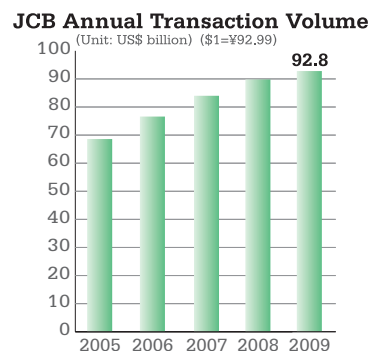
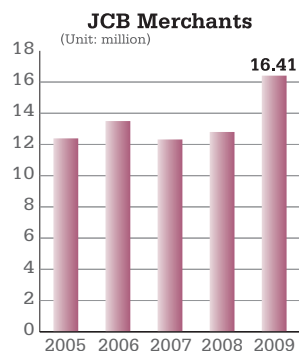
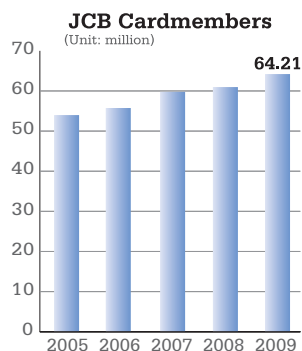
acceptance globally, JCB established JCBI in 1981 to carry out operations related to the JCB brand, cards, and merchants outside Japan. JCB Co., Ltd. is a major issuer of JCB cards and acquirer of JCB merchants as well as the brand holder. Under the leadership of the strong management team including Mr. Takakura, the newly named Mr. Kawanishi, and Mr. Sannomiya, JCBI, together with JCB Co., Ltd., continues to strengthen the JCB cardmember base and card acceptance globally by enhancing alliances with partner banks, corporations, and institutions worldwide.

Board Members of JCB International Co., Ltd.

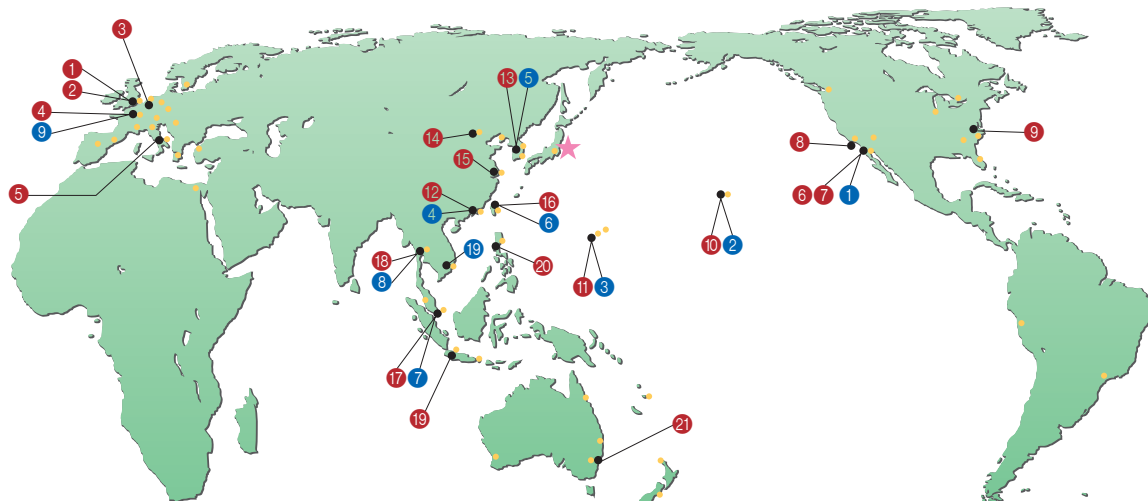


(Front row from left) Mr. Takao Kawanishi, Vice Chairman. Mr. Tamio Takakura, Chairman & CEO. Mr. Koremitsu Sannomiya, President & COO. (Back row from left) Mr. Takashi Watanabe, Mr. Kunimasa Kawase, Mr. Masaaki Okazaki, Mr. Hirohiko Sugiyama, Mr. Hiroyuki Nakamura, Mr. Masamitsu Yoshimura, Mr. Ryuji Shinzawa, all Directors.

Key Statistics for 2009



Note: Cardmembers and merchants are as of the end of March 2010. Annual transaction volume is from April 2009 to March 2010. JCB's official annual transaction volume is based on Japanese yen, and the approximate U.S. dollars are calculated by using the average exchange rate for the fiscal year 2009 (USD1 = JPY92.99).



JCB International Offices

Europe

- ① JCB International (Europe) Ltd. EMEA Head Office
- ② JCB International (Europe) Ltd. London Front Office
- ③ JCB International (Europe) Ltd. Branch in Frankfurt
- ④ JCB International (France) S.A.S.
- ⑤ JCB International (Italy) S.p.A.

Americas

- ⑥ JCB International Credit Card Co., Ltd. U.S. Head Office
- ⑦ JCB International Credit Card Co., Ltd. Los Angeles Branch
- ⑧ JCB International Credit Card Co., Ltd. San Francisco Branch
- ⑨ JCB International Credit Card Co., Ltd. New York Branch
- ⑩ JCB International Credit Card Co., Ltd. Honolulu Branch
- ⑪ JCB International (Micronesia) Ltd.

Asia / Pacific

- ⑫ JCB International (Asia) Ltd.
- ⑬ JCB Card International (Korea) Co., Ltd.
- ⑭ JCB International Co., Ltd. Beijing Representative Office
- ⑮ JCB International Business Consulting (Shanghai) Co., Ltd.
- ⑯ JCB International (Taiwan) Co., Ltd.
- ⑰ JCB International Asia Pacific Pte. Ltd.
- ⑱ JCB International (Thailand) Co., Ltd.
- ⑲ JCB International Co., Ltd. Jakarta Representative Office
- ⑳ JCB International Co., Ltd. Manila Representative Office
- ㉑ JCB International (Oceania) Pty Ltd.

(As of the end of August 2010)

JCB PLAZA Lounge

- ① Los Angeles
- ② Honolulu
- ③ Guam
- ④ Hong Kong
- ⑤ Seoul
- ⑥ Taipei
- ⑦ Singapore
- ⑧ Bangkok
- ⑨ Paris

(As of the end of October 2010)



Image

JCB Plaza Lounge is an exclusive JCB Cardmember service lounge providing guests a comfortable place to relax with amenities such as computers with free internet access, massage chairs and free beverages in addition to the standard JCB Plaza service.

- JCB Plaza : JCB Plaza is located in 52 cities, providing travel and entertainment information and emergency support service. Services are provided by a contracting travel agency.

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