

Board of Directors

Linda B. Bammann⁵

Retired Deputy Head of Risk Management
JPMorgan Chase & Co.
(Financial services)

James A. Bell¹

Retired Executive Vice President
The Boeing Company
(Aerospace)

Crandall C. Bowles^{1,4}

Chairman Emeritus
The Springs Company
(Diversified investments)

Stephen B. Burke^{2,3}

Chief Executive Officer
NBCUniversal, LLC
(Television and entertainment)

Todd A. Combs^{4,5}

Investment Officer
Berkshire Hathaway, Inc.
(Conglomerate)

James S. Crown⁵

President
Henry Crown and Company
(Diversified investments)

James Dimon

Chairman and
Chief Executive Officer
JPMorgan Chase & Co.

Timothy P. Flynn^{1,4}

Retired Chairman and
Chief Executive Officer
KPMG
(Professional services)

Laban P. Jackson, Jr.¹

Chairman and Chief Executive Officer
Clear Creek Properties, Inc.
(Real estate development)

Michael A. Neal⁵

Retired Vice Chairman
General Electric Company
and Retired Chairman
and Chief Executive Officer
GE Capital
(Industrial and financial services)

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Lead Director,
JPMorgan Chase & Co.
Retired Chairman and
Chief Executive Officer
Exxon Mobil Corporation
(Oil and gas)

William C. Weldon^{2,3}

Retired Chairman and
Chief Executive Officer
Johnson & Johnson
(Health care products)

Member of:

- 1 Audit Committee
- 2 Compensation & Management Development Committee
- 3 Corporate Governance & Nominating Committee
- 4 Public Responsibility Committee
- 5 Directors' Risk Policy Committee

Operating Committee

James Dimon

Chairman and
Chief Executive Officer

Ashley Bacon

Chief Risk Officer

John L. Donnelly

Head of Human Resources

Mary Callahan Erdoes

CEO, Asset & Wealth Management

Stacey Friedman

General Counsel

Marianne Lake

Chief Financial Officer

Douglas B. Petno

CEO, Commercial Banking

Daniel E. Pinto

CEO, Corporate & Investment Bank
and CEO, EMEA

Gordon A. Smith

CEO, Consumer & Community Banking

Matthew E. Zames

Chief Operating Officer

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Molly Carpenter

Secretary

Nicole Giles

Controller

Jason R. Scott

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Joseph M. Evangelisti

Corporate Communications

Peter L. Scher

Corporate Responsibility

James R. Vallone

General Auditor

Regional Chief Executive Officers

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Nicolas Aguzin

Europe/Middle East/Africa

Daniel E. Pinto
Viswas Raghavan, Deputy CEO

Latin America/Canada

Martin G. Marron

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Robert C. Priestley

China
David Li

Hong Kong
Kam Shing Kwang

India, Bangladesh and Sri Lanka
Kalpana Morparia

Indonesia
Haryanto T. Budiman

Japan
Steve Teru Rinoie

Korea
Tae Jin Park

Malaysia
Steve R. Clayton

Pakistan
Muhammad Aurangzeb

Philippines
Roberto L. Panlilio

Singapore
Edmund Y. Lee

Taiwan
Carl K. Chien

Thailand
M.L. Chayotid Kridakon

Vietnam
Van Bich Phan

EMEA

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Kyril Courboin

Belgium
Tanguy A. Piret

Netherlands
Peter A. Kerckhoffs

Germany, Austria and Switzerland
Dorothee Blessing

Austria
Anton J. Ulmer

Switzerland
Nick Bossart

Central & Eastern Europe, Greece, Iberia, Ireland, Israel, Italy and Nordics
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Iberia
Ignacio de la Colina

Ireland
Carin Bryans

Israel
Roy Navon

Italy
Guido M. Nola

Russia/Central Asia
Yan L. Tavrovsky

Middle East, Turkey and Africa
Sjoerd Leenart

Bahrain/Egypt/Lebanon
Ali Moosa

Saudi Arabia
Bader A. Alamoudi

Turkey/Azerbaijan
Mustafa Bagriacik

Sub-Saharan Africa
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Kevin G. Latter

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Andean, Central America, and Caribbean
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Brazil
José Berenguer

Chile
Alfonso Eyzaguirre

Mexico
Eduardo F. Cepeda

North America

Canada
David E. Rawlings

JPMorgan Chase Vice Chairmen

Melissa L. Bean

Phyllis J. Campbell

Stephen M. Cutler

Jacob A. Frenkel

Walter A. Gubert

Mel R. Martinez

David Mayhew

Peter L. Scher

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Former Prime Minister of Great Britain
and Northern Ireland
London, United Kingdom

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Partner
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Washington, District of Columbia

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Paris, France

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Member of the Board of Directors
Nestlé S.A.
Vevey, Switzerland

Jamie Dimon*

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JPMorgan Chase & Co.
New York, New York

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Professor of Economics
Harvard University
Cambridge, Massachusetts

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ALFA
Nuevo León, Mexico

Herman Gref

Chief Executive Officer,
Chairman of the Executive Board
Sberbank of Russia
Moscow, Russia

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Former Chairman and
Chief Executive Officer
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New York, New York

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Chairman and Chief Executive Officer
Hills & Company International Consultants
Washington, District of Columbia

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Former Prime Minister of Australia
Sydney, Australia

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Siemens AG
Munich, Germany

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New York, New York

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Pittsburgh, Pennsylvania

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Auburn Hills, Michigan

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Chairman of the Board
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Paris la Défense, France

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Corporation
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Johannesburg, South Africa

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Chairman and Chief Executive Officer
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Buenos Aires, Argentina

Ratan Naval Tata

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Tata Trusts
Mumbai, India

The Hon. Tung Chee Hwa GBM

Vice Chairman
National Committee of the Chinese
People's Political Consultative Conference
Hong Kong, The People's Republic
of China

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Former Chairman and Chief Executive
Officer, Board of Management
Akzo Nobel
Amsterdam, The Netherlands

Douglas A. Warner III

Former Chairman of the Board
JPMorgan Chase & Co.
New York, New York

Yang Yuanqing

Chairman and Chief Executive Officer
Lenovo
Beijing, China

Jaime Augusto Zobel de Ayala

Chairman and Chief Executive Officer
Ayala Corporation
Makati City, Philippines

* Ex-officio

Corporate headquarters

270 Park Avenue
New York, NY 10017-2070
Telephone: 212-270-6000
jpmorganchase.com

Principal subsidiaries

JPMorgan Chase Bank,
National Association
Chase Bank USA,
National Association
J.P. Morgan Securities LLC
J.P. Morgan Securities plc

Annual Report on Form 10-K

The Annual Report on Form 10-K of JPMorgan Chase & Co. as filed with the U.S. Securities and Exchange Commission will be made available without charge upon request to:

Office of the Secretary
JPMorgan Chase & Co.
270 Park Avenue
New York, NY 10017-2070

Stock listing

New York Stock Exchange
London Stock Exchange

The New York Stock Exchange ticker symbol for the common stock of JPMorgan Chase & Co. is JPM.

Financial information about JPMorgan Chase & Co. can be accessed by visiting the Investor Relations website at jpmorganchase.com. Additional questions should be addressed to:

Investor Relations
JPMorgan Chase & Co.
270 Park Avenue
New York, NY 10017-2070
Telephone: 212-270-6000

Directors

To contact any of the Board members or committee chairs, the Lead Independent Director or the non-management directors as a group, please mail correspondence to:

JPMorgan Chase & Co.
Attention (Board member(s))
Office of the Secretary
270 Park Avenue
New York, NY 10017-2070

The Corporate Governance Principles of the Board, the charters of the principal Board committees, the Code of Conduct, the Code of Ethics for Finance Professionals and other governance information can be accessed by visiting our website at jpmorganchase.com and clicking on "Governance" under the "About us" tab.

Transfer agent and registrar

Computershare
480 Washington Boulevard
Jersey City, NJ 07310-2053
Telephone: 800-758-4651
computershare.com

Investor Services Program

JPMorgan Chase & Co.'s Investor Services Program offers a variety of convenient, low-cost services to make it easier to reinvest dividends and buy and sell shares of JPMorgan Chase & Co. common stock. A brochure and enrollment materials may be obtained by contacting the Program Administrator, Computershare, by calling 800-758-4651, by writing to the address indicated above or by visiting its website at www-us.computershare.com/investor.

Direct deposit of dividends

For information about direct deposit of dividends, please contact Computershare.

Stockholder inquiries

Contact Computershare:

By telephone:

Within the United States, Canada and Puerto Rico: 800-758-4651 (toll free)

From all other locations:
201-680-6862 (collect)

TDD service for the hearing impaired within the United States, Canada and Puerto Rico: 800-231-5469 (toll free)

All other locations:
201-680-6610 (collect)

By regular mail:

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By overnight delivery:

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211 Quality Circle
Suite 210
College Station, TX 77845
United States

Duplicate mailings

If you receive duplicate mailings because you have more than one account listing and you wish to consolidate your accounts, please write to Computershare at the address above.

Independent registered public accounting firm

PricewaterhouseCoopers LLP
300 Madison Avenue
New York, NY 10017-6204

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As of 2009, JPMorgan Chase & Co. has distributed shareholder information under the U.S. Securities and Exchange Commission "Notice and Access" rule. As a result, the firm prints 700,000 fewer Annual Reports and Proxy Statements, which saves on an annual basis approximately 6,400 trees and 800 metric tons of CO₂ emissions.

This Annual Report is printed on paper made from well-managed forests and other controlled sources. The paper is independently certified by BVQI to the Forest Stewardship Council® (FSC) standards. The paper contains a minimum of 20% post-consumer waste recycled fibers.

