

2 Jamie Dimon, Chairman and Chief Executive Officer Dear Fellow Shareholders, Once again, I begin this letter with a sense of pride about JPMorgan Chase. As I look back on last year — in fact, the last decade — it is remarkable how well our company has performed. And I'm not only talking about our strong financial performance — but also about how much we have accomplished to help our clients, customers and communities all around the world. Ours is an exceptional company with an extraordinary heritage and a promising future. We continue to make excellent progress around technology, risk and controls, innovation, diversity and reduced bureaucracy. We've helped communities large and small — by doing what we do best (lending, investing and serving our clients); by creatively expanding certain flagship Corporate Responsibility programs, including the Entrepreneurs of Color Fund, The Fellowship Initiative and our Service Corps; and by applying our successful Detroit investment model to neighborhood revitalization efforts in the Bronx in New York City, Chicago and Washington, D.C. Throughout a period of profound political and economic change around the world, our company has been steadfast in our dedication to the clients, communities and countries we serve while earning a fair return for our shareholders. 1

Represents managed revenue Earnings, Diluted Earnings per Share and Return on Tangible Common Equity 2004–2017 (\$ in billions, except per share and ratio data) Net income Diluted earnings per share Return on tangible common equity (ROTCE) \$4.5 \$8.5 \$15.4 \$11.7 \$17.4 \$19.0 \$21.3 \$17.9 \$21.7 \$24.4 \$14.4 \$1.52 \$2.35 \$4.00 \$4.33 \$1.35 \$2.26 \$3.96 \$4.48 \$5.19 \$4.34 \$5.29 \$6.00 \$6.99 \$24.7 \$26.9 \$6.19 \$5.6 Net income Diluted earnings per share Return on tangible common equity 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 \$4.5 \$8.5 \$15.4 \$17.4 \$19.0 \$21.3 \$17.9 \$21.7 \$24.4 \$14.4 \$24.7 \$24.4 - - - - - \$1.52 \$4.00 \$4.33 \$1.35 \$2.26 \$3.96 \$4.48 \$5.19 \$4.34 \$5.29 \$6.00 \$6.31 \$6.19 \$2.35 - - - - - 10% 15% 24% 22% 6% 10% 15% 15% 15% 11% 13% 13% 13% 12% \$5.6 \$11.7 Adjusted net

income<sup>1</sup> 13.6% Adjusted ROTCE<sup>1</sup> Reported net income 1 Adjusted results exclude a \$2.4 billion decrease to net income as a result of the enactment of the Tax Cuts and Jobs Act (TCJA) Tangible Book Value and Average Stock Price per Share 2004–2017

Tangible book value	Average stock price	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
\$15.35	\$16.45	\$21.96	\$27.09	\$30.12	\$33.62	\$38.68	\$40.72	\$44.60	\$48.13	\$18.88	\$53.56	\$51.44	\$22.52	\$38.70	\$36.07
\$43.93	\$47.75	\$39.83	\$35.49	\$40.36	\$39.36	\$39.22	\$51.88	\$58.17	\$63.83	\$65.62	\$92.01	High: \$108.46	Low: \$81.64	3	2017 was another record year across many measures for our company as we added clients and customers and delivered record earnings per share. We earned \$24.4 billion in net income on revenue <sup>1</sup> of \$103.6 billion (if we exclude the tax charge at year-end, 2017 net income would have been a record \$26.9 billion), reflecting strong underlying performance across our businesses. We now have delivered record results in seven of the last eight years, and we have confidence that we will continue to deliver in the future. Bank One/JPMorgan Chase & Co. tangible book value per share performance vs. S&P 500 Bank One (A) S&P 500 (B) Relative Results (A) — (B) Performance since becoming CEO of Bank One (3/27/2000—12/31/2017) <sup>1</sup> Compounded annual gain 11.8% 5.2% 6.6% Overall gain 566.3% 147.3% 419.0% JPMorgan Chase & Co. (A) S&P 500 (B) Relative Results (A) — (B) Performance since the Bank One and JPMorgan Chase & Co. merger (7/1/2004—12/31/2017) Compounded annual gain 12.7% 8.8% 3.9% Overall gain 403.5% 210.4% 193.1%

Tangible book value over time captures the company's use of capital, balance sheet and profitability. In this chart, we are looking at heritage Bank One shareholders and JPMorgan Chase & Co. shareholders. The chart shows the increase in tangible book value per share; it is an after-tax number assuming all dividends were retained vs. the Standard & Poor's 500 Index (S&P 500), which is a pre-tax number with dividends reinvested. 1 On March 27, 2000, Jamie Dimon was hired as CEO of Bank One. 4 In the last five years, we have bought back nearly \$40 billion in

stock. In prior years, I explained why buying back our stock at tangible book value per share was a no-brainer. Six years ago, we offered an example of this, with earnings per share and tangible book value per share being substantially higher than they otherwise would have been just four years later. While we prefer buying back our stock at tangible book value, we think it makes sense to do so even at or above two times tangible book value for reasons similar to those we've expressed in the past. If we buy back a big block of stock this year, we would expect (using analyst earnings estimates for the next five years) earnings per share in five years to be 2%—3% higher and tangible book value to be virtually unchanged. As you know, we believe tangible book value per share is a good measure of the value we have created for our shareholders. If our asset and liability values are appropriate — and we believe they are — and if we can continue to deploy this capital profitably, we now think that it can earn approximately 17% return on tangible equity for the foreseeable future. Then, in our view, our company should ultimately be worth considerably more than tangible book value. The chart on the bottom of page 3 shows that tangible book value “anchors” the stock price. Stock total return analysis Bank One S&P 500 S&P Financials Index Performance since becoming CEO of Bank One (3/27/2000—12/31/2017)1 Compounded annual gain 12.4% 5.2% 4.1% Overall gain 691.5% 147.3% 102.8% JPMorgan Chase & Co. S&P 500 S&P Financials Index Performance since the Bank One and JPMorgan Chase & Co. merger (7/1/2004—12/31/2017) Compounded annual gain 10.7% 8.8% 3.6% Overall gain 294.2% 210.4% 61.6% Performance for the period ended December 31, 2017 Compounded annual gain One year 26.7% 21.8% 22.1% Five years 22.7% 15.8% 18.2% Ten years 12.0% 8.5% 3.7% These charts show actual returns of the stock, with dividends reinvested, for heritage shareholders of Bank One and JPMorgan Chase & Co. vs. the Standard & Poor's 500 Index (S&P 500) and the Standard & Poor's Financials Index (S&P Financials Index). 1 On March 27, 2000, Jamie Dimon was hired as CEO of

Bank One. 5 We want to remind our shareholders that we much prefer to use our capital to grow than to buy back stock. Buying back stock should only be considered when we either cannot invest (sometimes that's a function of regulatory policies) or when we are generating excess, unusable capital. We currently have excess capital, but due to recent tax reform and a more constructive regulatory environment, we hope, in the future, to use more of our excess capital to grow our businesses, expand into new markets and support our employees. Our stock price is a measure of the progress we have made over the years. This progress is a function of continually making important investments, in good times and not-so-good times, to build our capabilities — people, systems and products. These investments drive the future prospects of our company and position it to grow and prosper for decades. Whether looking back over five years, 10 years or since the Bank One/JPMorgan Chase merger (approximately 13 years ago), our stock has significantly outperformed the Standard & Poor's 500 Index (S&P 500) and the S&P Financials Index. And this growth came during a time of unprecedented challenges for banks — both the Great Recession and the 6 extraordinarily difficult legal, regulatory and political environment that followed. We have long contended that these factors explained why bank stock price/ earnings ratios were appropriately depressed. And we believe the anticipated reversal of many negatives and an increasingly more favorable business environment, coupled with our sustained, strong business results, are among the reasons our stock price has done so well this past year. We do not worry about the stock price in the short run, and we do not worry about quarterly earnings. Our mindset is that we consistently build the company — if you do the right things, the stock price will take care of itself. In the next section, I discuss in more detail how we think about building shareholder value for the long run while also taking care of customers, employees and communities. JPMorgan Chase stock is owned by large institutions, pension plans, mutual funds and directly by individual

investors. However, it is important to remember that in almost all cases, the ultimate owner is an individual. Well over 100 million people in the United States own stocks, and a large percentage of them, in one way or another, own JPMorgan Chase stock. Many of these people are veterans, teachers, police officers, firefighters, retirees, or those saving for a home, school or retirement. Your management team goes to work every day recognizing the enormous responsibility that we have to perform for our shareholders. In this letter, I discuss the issues highlighted below — which describe many of our successes and opportunities, as well as our challenges and responses. 7 I.

JPMorgan Chase Business Strategies

1. How has the company grown?
2. How will the company continue to grow? What are the organic growth opportunities?
3. Why is organic growth a better way to grow — and why is it sometimes difficult?
4. Is there a conflict between building shareholder value vs. serving customers, taking care of employees and lifting up communities?
5. Transparency, financial discipline and a fortress balance sheet. Why is this discipline so important?
6. What risks worry us the most? And what could go wrong?
7. How is the company dealing with bureaucracy and complacency that often infect large companies?
8. What are the firm's views on succession?

II. Public Policy

1. What has gone wrong in public policy?
2. Poor public policy — how has this happened?
3. We can fix this problem through intelligent, thoughtful, analytical and comprehensive policy.
4. The need for solutions through collaborative, competent government.
5. A competitive business tax system is a key pillar of a growth strategy.
6. We should reform and expand the Earned Income Tax Credit and invest in the workforce of the future.
7. America's growing fiscal deficit and fixing our entitlement programs.
8. Why is smart regulation vs. just more regulation so important?
9. Public company corporate governance — how would you change it? And the case against earnings guidance.
10. Global engagement, trade and immigration — America's role in the world is critical.

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Page 26 Page 28 Page 30 Page 32 Page 33 Page 34 Page 35 Page 37 Page 39 Page 41  
 Page 43 Page 44 Page 8 Page 29 Client Franchises Built Over the Long Term 2006 2016  
 2017 Consumer & Community Banking Deposits market share1 # of top 50 Chase  
 markets where we are #1 (top 3) Average deposits growth rate Active mobile customers  
 growth rate Credit card sales market share2 Merchant processing volume3 (\$B) # of  
 branches Client investment assets (\$B) Business Banking primary market share24 3.6%  
 11 (25) 8% NM 15.9% \$661 3,079 ~\$80 5.1% 8.3% 14 (38) 10% 16% 21.5% \$1,063 5,258  
 \$235 8.5% 8.7% 16 (40) 9% 13% 22.4% \$1,192 5,130 \$273 8.7% • Relationships with  
 ~50% of U.S. households • Industry-leading deposit growth12 • #1 U.S. credit card  
 issuer13 • #1 U.S. co-brand credit card issuer14 • #1 U.S. credit and debit payments  
 volume15 • #2 merchant acquirer16 Corporate & Investment Bank Global Investment  
 Banking fees4 Market share4 Total Markets revenue5 Market share5 FICC5 Market  
 share5 Equities5 Market share5 Assets under custody (AUC)(\$T) #2 8.7% #8 6.3% #7  
 7.0% #8 5.0% \$13.9 #1 7.9% #1 11.2% #1 11.7% #2 10.1% \$20.5 #1 8.1% #1 11.0% #1  
 11.4% co – #1 10.3% \$23.5 • >80% of Fortune 500 companies do business with us • #1  
 in  
 both N.A. and EMEA Investment Banking fees17 • #1 in Global Long-Term Debt and  
 Loan Syndications17 • #1 in FICC productivity18 • Top 3 Custodian globally with AUC of  
 \$23.5T19 • #1 in USD payment volumes with 20% share in 201720 • In Total Markets,  
 J.P. Morgan has ranked #1 in each year since 201225 • Equities and Prime are now  
 ranked co-#125 • J.P. Morgan Research ranked as the #1 Global Research Firm26  
 Commercial Banking # of top 50 MSAs with dedicated teams Bankers New relationships  
 (gross) Gross Investment Banking revenue (\$B) Average loans (\$B) Average deposits (\$B)  
 Multifamily lending7 26 1,203 NA \$0.7 \$53.6 \$73.6 #28 47 1,642 911 \$2.3 \$179.4 \$174.4  
 #1 50 1,766 1,062 \$2.3 \$198.1 \$177.0 #1 • Top 3 in overall Middle Market, large Middle  
 Market and Asset Based Lending Bookrunner21 • Industry-leading credit performance

— 6th straight year of net recoveries or single digit NCO rate Asset & Wealth

Management Mutual funds with a 4/5 star rating<sup>8</sup> Ranking of long-term client asset

flows<sup>9</sup> Active AUM market share<sup>10</sup> North America Private Bank (Euromoney) Client

assets (\$T) Client assets market share<sup>11</sup> Average loans (\$B) # of Wealth Management

client advisors 119 NA 1.8% #1 \$1.3 3% \$26.5 1,506 220 #2 2.5% #1 \$2.5 4% \$112.9

2,504 235 #2 2.4% #1 \$2.8 4% \$123.5 2,605 • 86% of 10-year long-term mutual fund

assets under management (AUM) in top 2 quartiles<sup>22</sup> • #2 in 5-year cumulative longterm

client asset flows among publicly traded peers • #1 Private Bank in N.A. and

LatAm<sup>23</sup> • Revenue and long-term AUM growth >90% since 2006 For information on

footnotes 1–23, refer to slides 105-106 in the 2018 JPMorgan Chase Strategic Update

presentation, which is available on JPMorgan Chase & Co.'s website

([https://www.jpmorganchase.com/corporate/investorrelations/document/3cea4108\\_strategic\\_update.pdf](https://www.jpmorganchase.com/corporate/investorrelations/document/3cea4108_strategic_update.pdf)), under the heading Investor

Relations, Events & Presentations, JPMorgan Chase 2018 Investor Day, and on Form 8-K

as furnished to the U.S. Securities and Exchange Commission (SEC) on February 27,

2018, which is available on the SEC's website ([www.sec.gov](http://www.sec.gov)). <sup>24</sup> Source: Barlow

Research Associates, Primary Bank Market Share Database as of 4Q17. Rolling eight

quarter average of small businesses with revenues of \$100,000 –