



Uniquely Yours

BUILDING FOUNDATIONS FOR GROWTH



A Guide To How European
Retailers Can Tap Into
Asian Spending Power

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“We have experienced a growth of 42% in the last four years, and now have a current user base of 123 million cardmembers worldwide.”

Thomas Heigl, Senior Vice President for Sales and Marketing, JCB Europe



Welcome to this in-depth guide on the potential for revenue growth offered by Asian holders of international debit and credit cards.

The JCB card has grown from being issued to Japanese consumers since 1961 to a widely recognised and trusted international payments brand. Our cardmember travellers enjoy a number of privileges and benefits, including the ability to find help and guidance at our in-person, customer services counters, called Plazas, in many locations globally.

We've been helping international retailers to service existing cardmembers on their overseas trips since 1981 when our international expansion began – we have experienced a growth of 42% in the last four years, and now have a current user base of 123 million cardmembers worldwide, 8 million of which have a high tier card.

We have supported our partners with advice, guidance and innovative new products for decades, and now have a network of 30 million merchants across Europe. This number is growing all the time, as the value of accepting payments from frequent and high net worth JCB cardmembers becomes apparent.

We see a growing opportunity for European retailers who understand the spending patterns of international visitors and now have a network of around 30 million merchants all over the world.

And with statistics suggesting that there is an astounding increase in international travel and foreign spend¹, we can see a growing opportunity for European merchants who understand the spending patterns of international visitors and can deliver the kind of purchase experience they expect. More people are travelling across the globe more frequently. The first eight months of 2018 saw outbound trips from Asia-Pacific rise 8%, with 'holiday trips' up 10%. Global outbound trips are expected to increase by 4 per cent in 2019, led by Asia-Pacific, which is predicted to grow by 6 per cent.

Face-to-face payments from tourists are not the only increase we have seen. Ecommerce is also booming. There are 330 million internet users in Southeast Asia, which Google research says are spending an average of 140 minutes shopping online each month – and they spend twice as much time within ecommerce marketplaces than Americans.² With JCB issuing in six of the top e-commerce markets, European retailers have another opportunity if they optimise their online offering.

Asia-Pacific cardmembers are projected to generate \$32.6 trillion in spend by 2026.³ Japanese and Chinese are now recognised Europe-wide as international travellers originating from robust economies but there is a growing appetite for travel from the 'tiger cub' economies of Taiwan and Thailand. Taiwanese and Thais are exploring Europe in growing numbers and increasing spend – for instance, Taiwanese cardmembers now have the highest average transaction value in France, outstripping the Chinese and Japanese⁴.

This guide will help you understand how working with a global organisation like JCB can unlock the potential of a refreshingly new set of customers eager to try your products and services.

Tsuyoshi Notani

Managing Director, JCB Europe

“Providing a seamless omnichannel customer experience, including special offers, is a key factor for growth and generating loyalty with mobile-first customers who are used to very high standard of service.”

Pascale Couderc, General Manager, Sales and Marketing France, Monaco and Benelux, JCB Europe

OVERVIEW OF THE OPPORTUNITY

A recent survey of European retailers accepting the JCB card found that on average, half of their customers were international, with one merchant stating that 100% of its customers came from outside the EU.

What you will learn from this study:



Advice on **optimising engagement** with offline and online shoppers.



Trends to watch out for that will have an impact on growing business opportunities.



Data on spending patterns, behaviours and expectations from Asian visitors.



The **privileges and rewards** expected by cardmembers of different nationalities.

With the Asian economy increasing at a rapid rate, and the attraction of foreign markets and travelling on the rise, it is no surprise that the volume of outbound trips being made by travellers from Asia is increasing.

However, it is apparent that whilst foreign purchases are increasing, retailers are still unsure of how to utilise this new revenue stream. By drawing on the JCB Brand Card Awareness Survey conducted by Rakuten Research, Inc. of JCB cardmembers from the four Asian territories of China, Taiwan, Thailand and South Korea alongside data from various sources on Japanese travellers⁵, this guide will provide a useful overview of how high net-worth individuals among Asian travellers are choosing to spend their money. It also contains exclusive spend data based on offline and online spend by JCB cardmembers. It indicates frequency of spend, what categories are booming in European countries and which months are high spending.

There are clear stand out categories when it comes to Asian spending in Europe. Retail is the leading category for spend across the six large European territories of Austria, France, Germany, Italy, Spain and the UK with luxury stores accounting for a high percentage of this spend. Cardmembers are also spending on hotels, tourist attractions, theatres and airlines.

Macro-factors such as transport strikes etc, tend to have an impact on traveller numbers and spend that cannot be accounted for but the specialist data in this report, together with insights from JCB data analysis and hints and tips from experienced country managers, provides a powerful tool to help European merchants understand the nuances of each market and prepare for an ever-growing visitor segment.

“Language barriers are the obvious challenge retailers face when serving Asian customers. However, visualisation of the JCB logo tackles these issues, as the cardmember is confident of entering the store and making a purchase without the need for dialogue.”

Mark Harvey, General Manager UK and Ireland, JCB Europe

UNDERSTANDING THE CHINESE CARDMEMBER

Behavioural snapshot

The age of the JCB Chinese cardmember leans towards the 35-to-44-year-old bracket, reflecting an increase in the average age of the Chinese citizen, according to Rakuten.

With web purchases, international credit cards are being used predominantly at shopping malls, supermarkets and for mail order. Airline websites rank second for Chinese cardmembers and hotel websites third.

JCB cardmember data shows annual income has increased over the past four years. There has been a 138% increase from 2014-2017 in Chinese monthly credit card spend amount.

Spending Patterns

Buying 'high priced purchases' is a motivator for taking an international credit card abroad – 43.9% of JCB cardmembers who answered the survey gave this as their main reason for taking a JCB branded card.

More than a third of Chinese cardmembers who took their card abroad (34.1%) used an international brand card for payment 2-3 times per trip in 2017 and a high proportion, compared to other Chinese holders of other cards, used a card 6 times or more (22%).

Where are they increasing spend in Europe?

Spend data for Chinese JCB cardmembers across offline and online activity shows an increase in average transaction value for 2018 on 2017 in the below countries:

- > **Austria up 48%** Best month of spend August (ave transaction value up 264% year-on-year)
- > **France up 11%** Best month of spend March (ave transaction value up 54% year-on-year)
- > **Germany up 4%** Best month of spend September (ave transaction value up 43% year-on-year)

Expectations

Chinese cardmembers expect excellent privileges and services from their credit card issuer. These are dominated by discounts in travel – money off accommodation, air tickets and tours – and discounts at department stores and shopping malls. Merchants should consider which card companies and issuers are best meeting these expectations.

They also place an emphasis on card security and overseas travel insurance linked to their card.

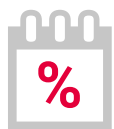
Chinese Cardmembers: Key Takeaways



Chinese cardmembers expect their cards to have **high security**, and overseas travel insurance linked to their card.



Austria saw year-on-year increase in spend, of **48%**, with the average tx value rising by **264%**.



Chinese monthly credit card spend amount has seen a **138% increase**.



44% of JCB cardmember respondents took their card abroad to buy **high priced purchases**.

UNDERSTANDING THE JAPANESE CARDMEMBER

Behavioural snapshot

Japanese outbound travel continues to increase with a rise of 2% in visits abroad in January 2019 year-on-year⁶. The top three ranked European destination countries are Germany, Spain and Austria, with Spain particularly seeing a jump in visitor numbers in 2018 – it experienced a 36% rise in visitors in December 2018 year-on-year.

Japanese visitors have been travelling to the UK and France in sizeable numbers for a longer historical period and official tourism data illustrates their importance. The average visitor spend in the UK has risen 37% between 2010 and 2017, with 247,000 visits in 2017. The average length of stay was eight nights and spend per visit was £1,011. French tourist figures show there were half-a-million Japanese visitors in 2018 – up nearly 18% year-on-year.

Spending Patterns

Many international visits are business-focused. Japan has many businesses with offices based in Europe and the country's business travellers skew older than its leisure travellers - two-thirds (32.5 million) of business travellers are aged between 35-64 years old, according to Adara travel data⁷.

Their needs do differ from leisure travellers and merchants should consider what business travellers might want to

purchase on their trips and what services they need to appear 'professional'.

Japanese visitors are also skewing towards solo travel. In 2016-2017, 64% of Japanese air passengers globally were individuals, so hotel and airline merchants need to tailor some promotions to the single traveller.

Expectations

As well as luxury goods, Japanese visitors will be looking for lower-priced 'Omiyage' gifts for family, friends and co-workers. These gifts need to represent and most importantly be made in the regions the traveller is visiting and can include locally-sourced foodstuffs for sharing.

Where are they increasing value of spend in Europe?

Spend data for Japanese JCB cardmembers across offline and online activity shows an increase in average transaction value for 2018 year-on-year in the below countries:

- > **Austria up 8%** Best month of spend October (ave transaction value up 39%)
- > **Germany up 3%** Best month of spend April (ave transaction value up 27% year-on-year)
- > **Spain up 28%** Best month of spend December (ave transaction value up 60%)

Japanese Cardmembers: Key Takeaways



Average spend per visit in UK **£1,011**.



Average transaction value rose **60%** in December in **Spain**.



Japanese outbound travel **increased 2%** worldwide in **January 2019** year-on-year.



64% of global Japanese air passengers were **solo travellers** in 2016/17.

UNDERSTANDING THE SOUTH KOREAN CARDMEMBER

Behavioural snapshot

The majority of JCB cardmembers fall into the 30-44 age range.

Main online spend via card within the domestic market is on shopping malls, supermarkets and for mail order, followed by hotel and accommodation and travel agency websites.

Cardmember data suggests that South Korean households are increasing in wealth – in 2017 there was an increase in the 50-69.9M KRW range from 15.5% in 2014 to 32.5%

Spending Patterns

The acceptance rate among overseas retailers is the main driver for South Koreans' choice of international credit card, alongside a recent need for acceptance by an electronic banking outlet (ATM) to complete basic transactions.

The majority of cardmembers used an international brand card for payment while abroad on holiday 2-3 times (34.6%).

Expectations

South Korean respondents in the survey have the perception that there will be many retailers that honour international credit cards and that they will be using their card to make high-priced purchases. They expect discounts on card annual fees, the ability to accumulate mileage points and discounts for online shopping.

Where are they increasing value of spend in Europe?

Spend data for South Korean JCB cardmembers across offline and online activity shows an increase in average transaction spend for 2018 year-on-year in the below countries:

- > **Austria up 7%** Best month of spend February (ave transaction value up 85%)
- > **Spain up 1%** Best month of spend January (ave transaction value up 30%)

South Korean Cardmembers: Key Takeaways



The majority of South Korean JCB cardmembers fall into the **30-44 age range.**



Average transaction value **up 85% in Austria** for February 2018 year-on-year.



34.6% of cardmembers who travelled in 2017 used an international brand card **2-3 times.**



South Korean cardmembers expect **wide degree of acceptance** of their card by merchants and ATMs.

UNDERSTANDING THE TAIWANESE CARDMEMBER

Behavioural snapshot

The biggest proportion of international cardmembers are aged 30-39-years-old with far fewer in the 55 plus bracket and 20-24 age range.

Website spend on cards in the home market is primarily in shopping malls, supermarkets and on mail order.

Annual household income for cardmembers who responded to the poll is rising overall and the majority of cardmembers fall into the 1-1.5 million NT\$ bracket and the 650 -1 million NT\$ bracket.

Spending Patterns

Taiwanese respondents in home and foreign markets are using international credit cards more in shopping malls, department stores and restaurants.

The card benefits/discounts and the services at the destination are the leading reason why Taiwanese take a credit card abroad. They also believe they will find retailers that will honour their chosen card.

The majority (34.7%) of cardmembers used an international brand card for payment 2-3 times in 2017 when travelling abroad.

Where are they increasing value of spend in Europe?

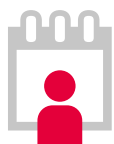
Spend data for Taiwanese JCB cardmembers shows an increase in average transaction value for 2018 year-on-year in the below countries:

- > **France up 11%** Best month of spend May (ave transaction value up 61% year-on-year)
- > **Italy up 10%** Best month of spend November (ave transaction value up 245% year-on-year)
- > **UK up 8%** Best month of spend February (ave transaction value up 65% year-on-year)

Expectations

Taiwanese cardmembers expect domestic and overseas merchants to accept their card. They also want a rich selection of privileges, such as discounts for online shopping, or free airport lounges. However, in recent years the desire for acceptance by domestic merchants has declined in priority, whilst the importance of discounts and access to airport lounges has risen.

Taiwanese Cardmembers: Key Takeaways



The biggest proportion of international cardmembers are aged **30-39-years-old**.



Average transaction value up **in Italy** by **245%** for November 2018 year-on-year.



Taiwanese look for a **rich selection of privileges**, such as discounts for online shopping, or free airport lounges.



They are incentivised to take a card abroad because of **benefits/discounts** and the services at the destination.

UNDERSTANDING THE THAI CARDMEMBER

Behavioural snapshot

The majority of Cardmembers are in the younger age brackets, particularly the 20-24 and 35-39-years-old brackets.

Website spend on international credit cards is led by shopping mall, supermarkets and mail order but card use for airline bookings is on the increase.

Cardmembers are getting richer. The average household income amongst cardmembers is increasing in both the lower and higher end of the income bracket.

Spending Patterns

Average monthly spend for cardmembers has dipped to 5k THB – but in context this may reflect the spending behaviour of a younger card membership base who have the potential to grow income and annual spend significantly in future years.

The majority of cardmembers used their card for payment abroad 2-3 times (38.5%) in 2017.

Where are they increasing value of spend in Europe?

Spend data for Thai JCB cardmembers shows an increase in average transaction value for 2018 year-on-year in the below countries:

- > **Austria up 7%** Best month of spend August (ave transaction value 228% year-on-year)
- > **Germany up 37%** Best month of spend June (ave transaction value up 272% year-on-year)
- > **Italy up 10%** Best month of spend October (ave transaction value up 105% year-on-year)

Expectations

Thai cardmember respondents expect to find many overseas merchants accept their card. There is a keen appreciation of privileges/discounts and they want these to be relevant for department stores, shopping malls and restaurants - recently they have expected discounts for accommodation, air tickets and tour packages, along with accumulating mileage points.

Thai Cardmembers: Key Takeaways



Card use for **airline bookings** is on the increase.



Increase in average transaction value in **Germany of 37%** for 2018.



38.5% of cardmembers who travelled in 2017 used their card for payment abroad **2-3 times**.

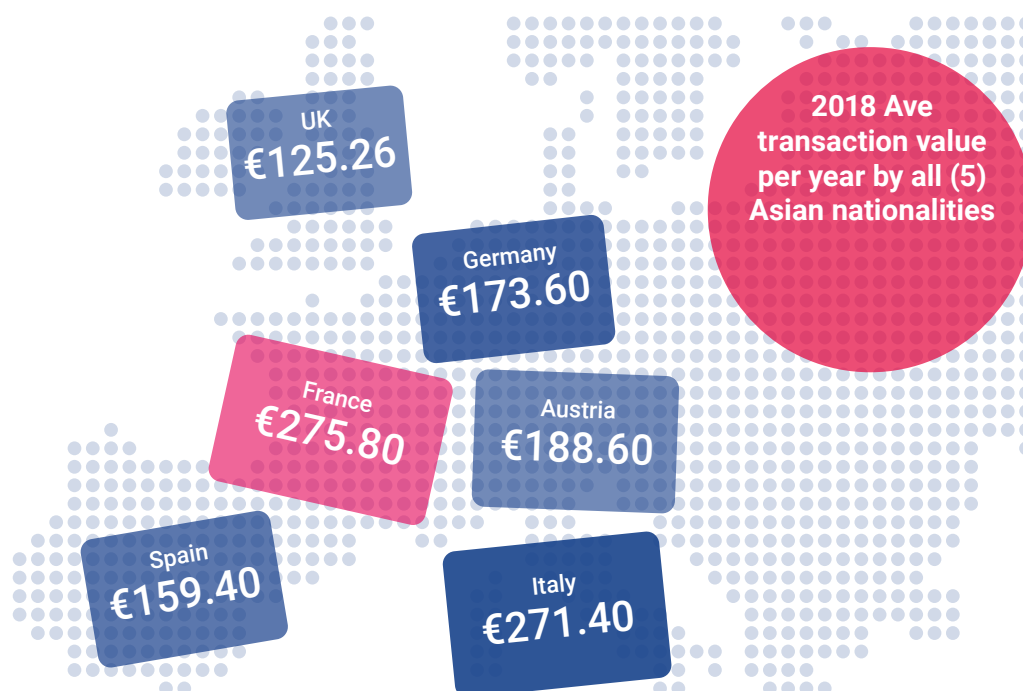


Cardmembers are starting to **expect privileges/discounts** for accommodation, air tickets and tour packages, along with accumulating mileage points.

“There’s a rise in e-commerce transactions coming out of Asia. Everyone is watching what’s going on in China in particular. Even when there are dips in face-to-face commerce, online transactions are steadily increasing year-on-year. Over one-third of Chinese payments are now digital.”⁸

Andrew Mitchell, Vice-President for Development and Infrastructure Support, JCB Europe

A DEEPER DIVE INTO CATEGORY SPEND



A breakdown of the category spends for 2018 illuminates what most attracts Asian travellers in each European destination. Although there are variations between each market, there is a clear domination in the luxury good sector across Europe overall. See below for a breakdown:

UK

Upmarket department stores and luxury retail stores account for the biggest percentage share of spend in the UK. One luxury retail store took more than 10% of Chinese visitor spend, while Thais made 18% of their purchases at one specific luxury department store. There is a trend to online luxury purchases too with 11% of South Korean spend going to a specific luxury online retail store. It's worth noting more than 6% of Japanese spend for the UK came from using a card for an ATM cash advance, potentially due to lack of knowledge that they can spend on their cards in store.

France

France's luxury department stores are big shopping destinations – one specific merchant took 42% of Chinese transactional spend in 2018, 31.5% of South Korean spend and 26% of Thai spend. Luxury retailers are also attractive across the board with Asian visitors.

Italy

Visitors to Italy spend big in retail on luxury designer goods with a third of Thai visitor spend allocated to luxury designer retail

outlets, high end department stores and luxury watch stores - 30% of South Korean spend was apportioned to luxury designer retail and designer outlets and 28% of Chinese spend was in luxury designer retailers.

Austria

Luxury retailers are the draw in Austria with 12% of Chinese visitor spend, 15% of Taiwanese and 24.5% of Thai spend going to one luxury retailer. Duty free is also prominent for transactions. Japanese visitors are also spending at a general merchandise brand while Thais continue their penchant for luxury watches- one watch retailer takes 5% of spend.

Spain

Spanish luxury retailers and department stores are well-placed to benefit from visitor spend, with a large Chinese and Japanese percentage share of spend going to transactions with these retailers. Luxury watches are appealing to Thai visitors to Spain, with 27% of transactional spend going to a luxury watch store.

Germany

The top German retailers benefiting from Asian spend do deviate from the pattern – spend on air travel dominates the transaction spend list – 13% of aggregated spend for Thais went to one German airline, for instance. Unsurprisingly, spend on luxury goods in duty free also features in the top five retailers for Asian visitors to Germany.

10 TIPS FOR ASSESSING BUSINESS POTENTIAL AND PAYMENTS PARTNERS

This advice has been supplied by JCB country managers and other senior members of its executive team. When combined together, they have many years of experience in payments to draw upon for insights and suggestions.



Data shows that the best way to drive recognition of the reach and acceptance of a credit card is clear signage at the merchant's own premises.

1 Carry out a thorough analysis of your target customer profile for your business.

What new developments in your markets will attract Asian consumers to your business? If your business is in a location where Asian business and leisure travellers visit, make sure to shout that they are welcome and can spend on their card. JCB cardmembers are typically high-spending individuals and shop in luxury stores but do not rule out the non-luxury opportunities – travellers are spending on taxis, transport, food and drink, health & well-being and much more.

2 With market potential established you need to identify the right payment partners.

Ask suppliers how simple is integration of any new payments system. Retailers that operate at scale and cross-border, like supermarkets and travel companies, need to know if the technology will roll out seamlessly across all territories and whether the acquirer offers a multi-territory deal. Also, the balance between pricing of commission fees and the ability to attract higher spending customers is important. ISOs and ISVs that manage the sales and marketing of payments may offer attractive rates but check if they offer processing for payments solutions that are trusted by Asian visitors.

3 Monitor how technology is changing for payments.

Different nationalities are at different stages of acceptance and familiarity with payment technology and contactless is being widely adopted. Make sure the payment solutions you accept are used by a sizeable Asian customer base and check whether the payment solutions you decide to promote in-store are making great efforts in their domestic territories to advertise wide acceptance overseas.

4 Tell travellers you accept payments from trusted international cards.

Visibility of logos and stickers is paramount at point of sale to show a card is welcome. Do not assume that everyone will ask whether you take their chosen card. Data shows that the best way to drive recognition of the reach and acceptance of a credit card is clear signage at the merchant's own premises. For example, a JCB case study shows retailers in Thailand that gave strong visibility to their acceptance of JCB cards, either at the till and store window saw the number of their transactions jump **4X** and transaction volume jump **2X**.

5 Find out as much as possible about the membership tiers of any card you accept and the number of members who carry the higher tiered cards, then develop segmented promotional offers for each tier.

The higher tier the cardmember, the more likely they will spend on high ticket items. For example, in France in 2018 nearly half of the total value of transactions from Japanese purchasers came from JCB Gold cardmembers and nearly all the total value of transactions by Thais came from Platinum cardmembers.

6 Check what kinds of privileges and discounts are on offer for users of payment cards from issuers and card companies.

The more attractive the privileges or discounts, the more motivated shoppers will be to make purchases and use their card.

7 Flag up that you accept mobile payments

– smartphones have a deep penetration in Asian markets and many visitors will be expecting a similar experience in Europe. GSMA Intelligence forecasts 424 million new subscribers to be connected across Asia-Pacific by 2025, bringing the total to 3.2 billion, or 73% of the population.

8 Check if the card company offers a local concierge service or plaza in your country and help visitors to find it – even better if you can promote your special offers at the plaza. Look to where you can add value to the experience in the area of cultural understanding. Understand Asian nationalities exhibit different characteristics and think about how you maximise your advocacy among visitors.**9 Keep an eye on the Asian holiday calendar.**

Each Asian country will have their own holidays – and they are not fixed dates. Travel and shopping will increase over these periods. Prepare for the big calendar events in your own country that will attract international visitors – be they business conferences, sports championships or cultural highlights. For instance, France will host the Olympics Games in 2024. Christmas is always a popular seasonal holiday.

10 Ecommerce provides a significant growth opportunity, but logistics, shipping, forex and language issues are the main barriers.

People are becoming more confident about cross-border purchases – even for bigger ticket items. Ensure you can offer the following: at a minimum an English translation of your website; fulfilment outside Europe; high visibility on the website of logos of the cards you accept and secure payment authentication.

“Japan has 100% internet penetration - the European brands are desired and Japanese shoppers are willing to buy online and pay the shipping costs to get the benefit and confidence that accompanies these brands.”

Francesco Maroldi, General Manager Italy, JCB Europe

“Keep an eye on the developing social media platforms and associated technologies like AR and use them to promote your offers and discounts. Educate your teams about the Asian social media platforms such as WeChat and Weibo and experiment with geo-location targeting of Asian shoppers in your area.”

Roberto Morales, General Manager Spain, JCB Europe

The famous quote in the chapter title comes from author William Gibson, the original creator of the ‘cyberpunk’ genre. Technology is in continuous evolution and card companies invest significant amounts in R&D to develop products and services that enhance the shopper’s experience and provide benefits to the merchant.

JCB is looking at technology and behavioural trends that can enhance the merchant and customer experience both right now and in the not too distant future.

Not all technology has to be cutting edge to be useful and there has been a resurgence in the use of QR codes for contactless payment by Asian consumers, thanks to their convenience, simplicity and privacy – use of QR codes does not even need an internet connection.

QR codes also facilitate delivery and redemption of coupon offers – useful for driving loyalty and spontaneous purchase.

Looking further ahead, biometrics is a focus of innovation. The use of biometrics for authentication by the individual’s bank will help tackle fraud. Retailers will benefit from a transition from the current POS-based infrastructure to a more efficient biometrics-based structure. Transactions will be quicker, security will be enhanced and data will pass back and forth through advanced authentication payment methods.

Two advanced authentication payment methods currently being explored by JCB are:

- Multipurpose server-based visible light palm authentication – capturing both palm print and vein patterns with a smartphone camera and storing them on a server to use for future authentication via the smartphone.
- Fingerprint authentication for a card that uses a person’s thumbprint as identification to activate payment.

The aim is to develop authentication technology that helps provide a secure and frictionless payment experience for any transaction.

ACTIONS TO CONSIDER

While the relative strength of the Chinese economy means its travellers have become a symbol for the high spending Asian visitor, JCB's cardmember data shows that each country is different in its spending patterns and behaviours.

For instance, a new set of travellers with high disposable income and enamoured of European luxury brands are originating from the growing Asian 'tiger cub economies' of Taiwan and Thailand, as the spend data shows.

It will be fascinating to see the changes in purchase behavior over the next few years as customers' expectations of their shopping experience change in the light of new payment technology and expanding ecommerce opportunities.

So, seek advice on the changing customer trends and relevant emerging technologies to gain a sustainable competitive advantage. Card providers like JCB possess a deep knowledge of the market that can be essential to successful planning and preparation.

Revisit, revise and reboot your customer proposition regularly in the light of new information – continuously evolve and look for partners that can help make the purchase experience comprehensive and frictionless. The potential for sales growth is boundless if you lay the right foundations.

Endnotes

- 1 UNTWO Tourism Highlights 2018
<https://www.e-unwto.org/doi/pdf/10.18111/9789284419876/>

Travel & Tourism Council
2018 Annual Research
<https://www.wttc.org/-/media/files/reports/economic-impact-research/regions-2018/world2018.pdf>

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- 2 <https://www.blog.google/around-the-globe/google-asia/sea-internet-economy/>
- 3 <https://www.proj-x.com.au/news/international/why-is-the-apac-region-so-valuable-for-business/>
- 4 JCB spend data
- 5 JCB Brand Card Awareness Survey – Internet Survey conducted in the month of October each year with 100 respondents (apart from China which had 3000) with men and women age 20 and up. Quota: distributed evenly by annual household income
- 6 <https://www.tourism.jp/en/tourism-database/stats/outbound/>
- 7 https://adara.com/wp-content/uploads/2017/09/ADARA_Japan_Market_Report_Aug2017FINAL.pdf
- 8 <https://ibsintelligence.com/ibsjournal/chinese-consumers-driving-european-e-commerce-boom/>

About JCB

JCB is the leading card issuer and acquirer in Japan and one of the largest payment brands in the world, serving over 123 million cardmembers with global acceptance across 30 million retailers. JCB launched its card business in Japan in 1961 and began expanding worldwide in 1981. As part of its international growth strategy, JCB has formed alliances with hundreds of leading banks and financial institutions globally to increase its cardmember base and merchant coverage. As a comprehensive payment solution provider, JCB commits to provide responsive and high-quality service and products to all customers worldwide.

If you want to discuss the findings in this study or JCB services, please contact marketing@jcb europe.eu

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Uniquely Yours

MERCI
D'AVOIR LU

THANKS FOR
READING

GRAZIE PER
AVER LETTO

GRACIAS
POR LEER

DANKE FÜRS
LESEN

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