

American Express Company

2017 Investor Day

March 8, 2017

AMERICAN EXPRESS

Agenda

1 **AXP Business & Strategy Update**

Ken Chenault

2 **Growth Potential and Strategies**

Doug Buckminster
Steve Squeri
Anré Williams

3 **Financial Outlook**

Jeff Campbell

4 **Q&A**


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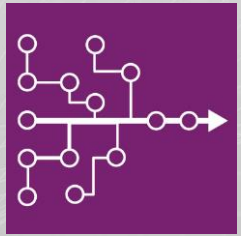
2016-2017 Priorities



Accelerate Revenue Growth



Optimize Investments



Reset Cost Base

2 Year Financial Framework

2016 Adj. EPS Guidance*

$5.40-$5.70

2017 EPS Guidance

At least $5.60

**The company's 2016 adjusted diluted earnings per share (EPS) guidance, a non-GAAP measure, excluded restructuring charges and other contingencies, which were not estimable at the time of the Q4'15 earnings call. The company recognized $410MM of pretax restructuring charges ($266MM after-tax) in 2016. See Annex A for a reconciliation.*

What Has Changed Over the Last 12 Months?

Mixed global economic growth outlook



Less headwind from stronger dollar



Fuel prices have stabilized



Evolving regulatory environment



Increased competition



Higher interest rates



Improving U.S. consumer confidence



Potential tax changes

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Key Investor Questions

How are you performing against the 2-year financial plan you provided last year?

How can you maintain your revenue growth while reducing your marketing expenses in 2017?

How does your business model provide a competitive advantage in the current environment?

What is a sustainable level of earnings growth in 2018 and beyond, given the external environment?

Key Investor Questions

How are you performing against the 2-year financial plan you provided last year?

Two Year Financial Framework

Q4'15 Earnings Call	Q4'16 Earnings Call
2016 Adj. EPS Guidance*	**2016 Adj. EPS Performance***
$5.40-$5.70	$5.93
2017 EPS Guidance	**2017 EPS Guidance**
At least $5.60	$5.60-$5.80

**The company's 2016 adjusted EPS guidance and adjusted EPS performance, non-GAAP measures, exclude $410MM of pretax restructuring charges ($266MM after-tax). See Annex A for a reconciliation.*

Customer Focused Organization



CARD MEMBERS



MERCHANTS

Global Consumer

Global Commercial

Merchant Services & Loyalty

2016 Investor Day – Key Priorities

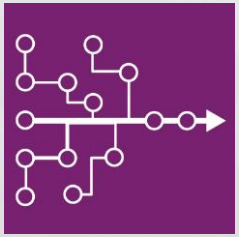


Accelerate Revenue Growth

- Record Number of New Card Members
- Expanded Merchant Coverage
- Strong International Billings Growth
- Strong Loan Growth and Credit Quality
- Progress on Digital Initiatives



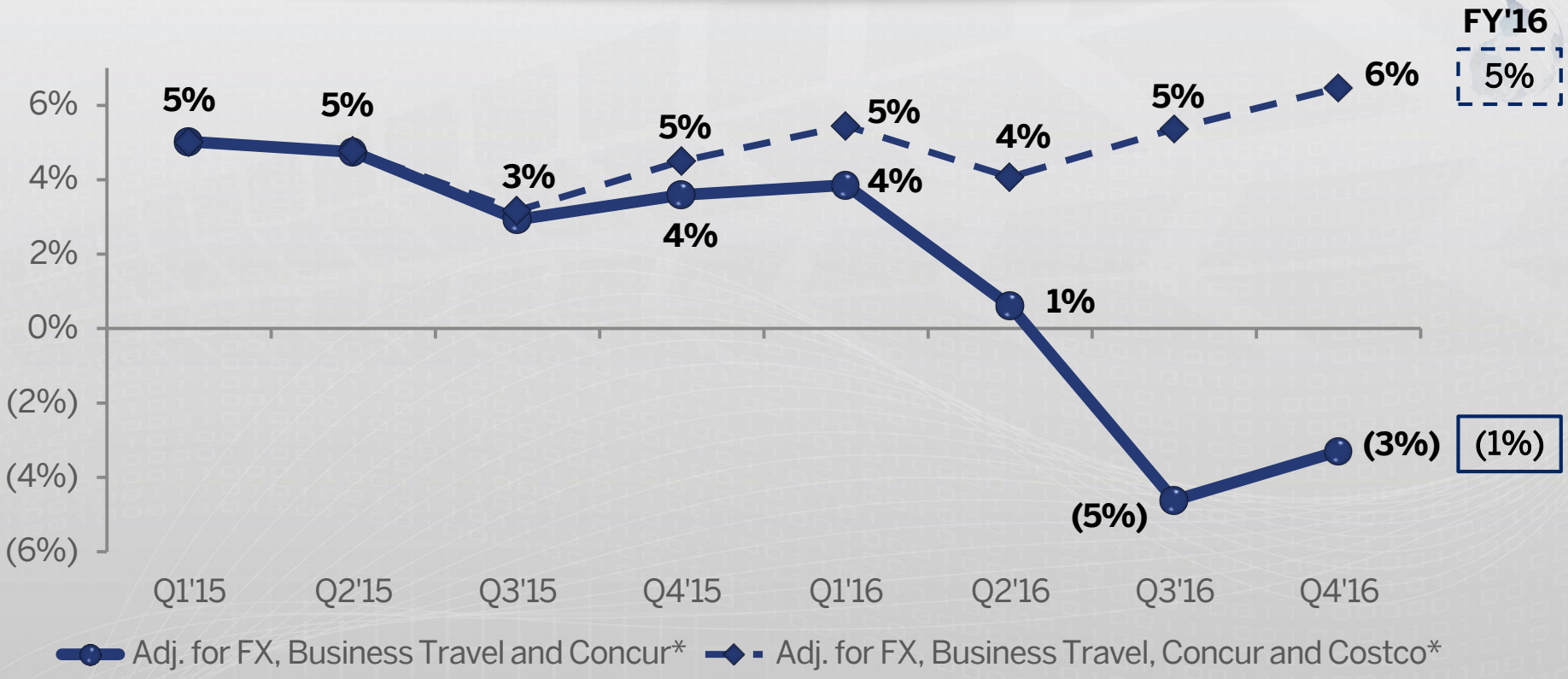
Optimize Investments



Reset Cost Base

- Solid Progress Towards $1B Target

Adjusted Revenue Growth



*See Annex B for reconciliation to total Revenue Net of Interest Expense on a GAAP basis. *Total Revenue Net of Interest Expense adjusted for FX and excluding Business Travel revenues from H1'14 and the gain on the Q4'14 sale of the Concur investment and as further adjusted to exclude estimated revenues from Costco in the U.S., Costco U.S. cobrand Card Members and other merchants for out-of-store spend on the Costco cobrand card, and the related growth rates are non-GAAP measures.*

Key Investor Questions

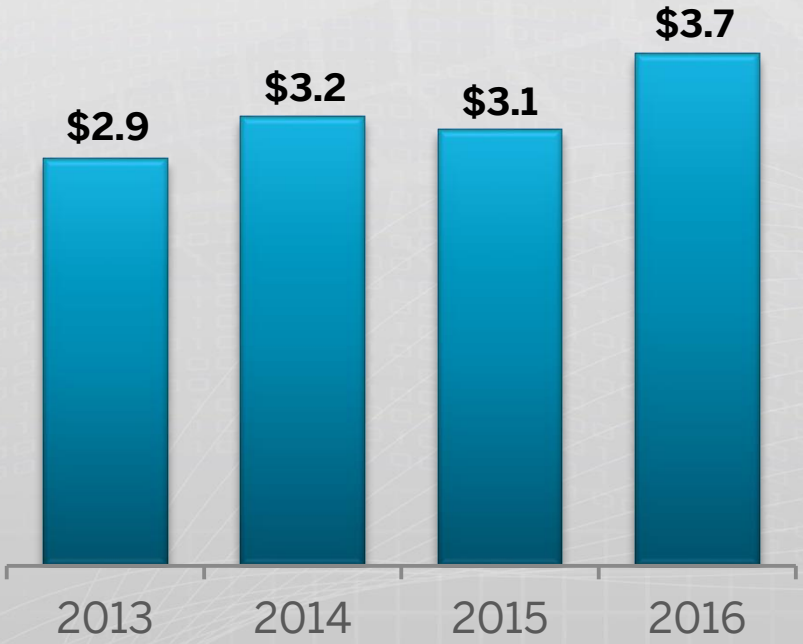
How are you performing against the 2-year financial plan you provided last year?

How can you maintain your revenue growth while reducing your marketing expenses in 2017?

Spending on Growth Initiatives to Position for the Long-Term

Marketing & Promotion

$ in billions



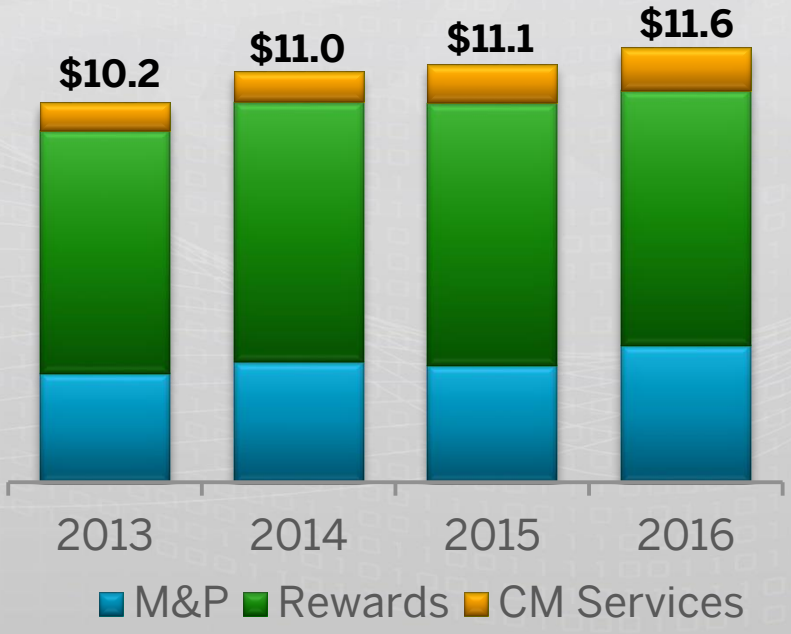
Spending on Growth Initiatives to Position for the Long-Term

Marketing & Promotion

$ in billions



Spending on Card Member Engagement



Key Investor Questions

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AXP Business Model

CLOSED LOOP

CARD MEMBERS | PAYMENT ISSUER | ISSUER PROCESSOR | NETWORK | MERCHANT PROCESSOR | MERCHANT ACQUIRER | MERCHANTS

Assets

- Trusted Brand
- Premium Positioning
- Channels
- Closed Loop Data and Information
- Travel Network
- Processing Infrastructure

Capabilities

- Marketing / Sales
- Risk Management
- Data Analytics
- Servicing
- Rewards
- Partnering
- Expense Leverage

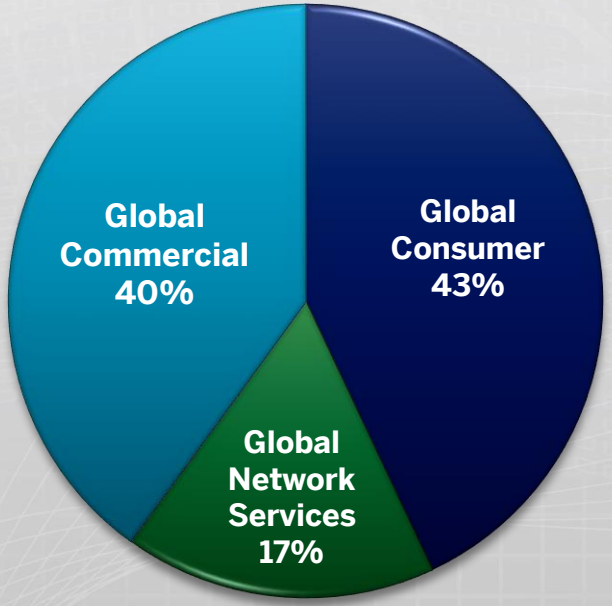
Relationships

- Diverse Customers
- Merchants
- Corporate Clients
- Business Partners
- GNS Partners

Diverse Customers and Geographies

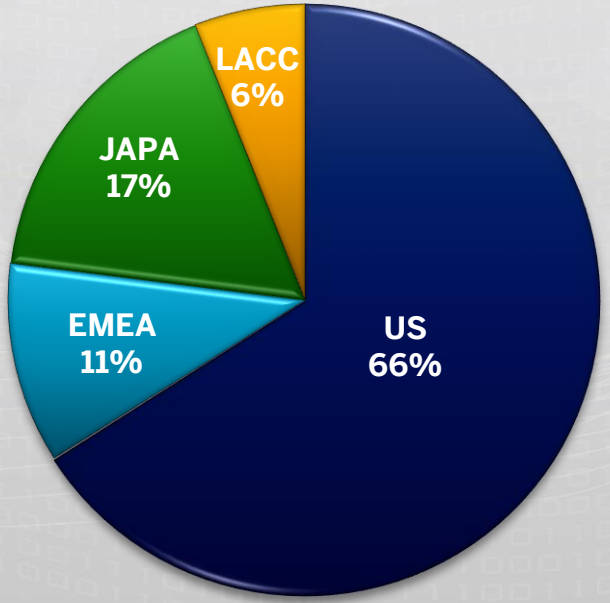
Customers

% of Billings, H2'16

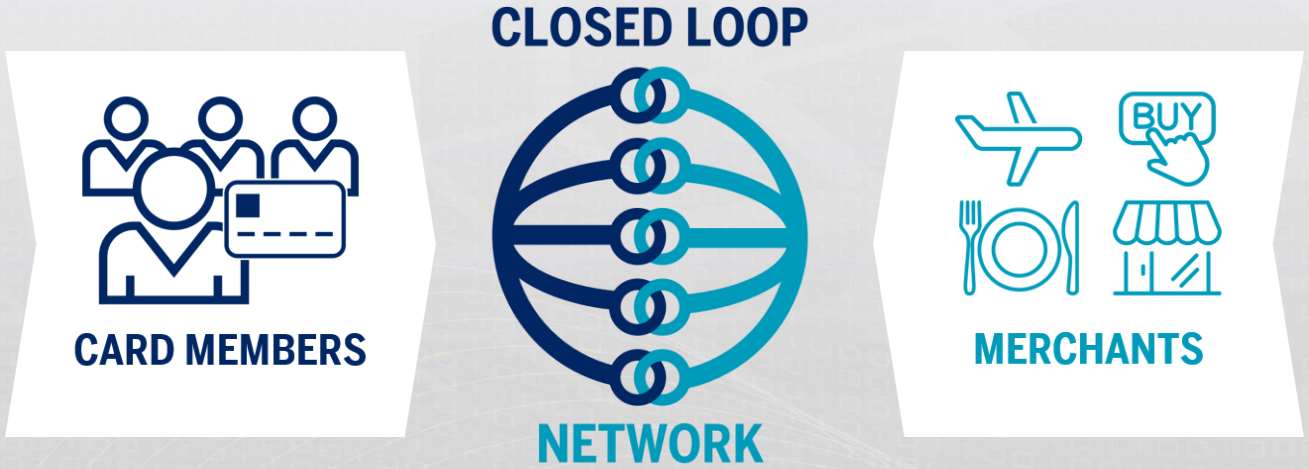


Geographies

% of Billings, H2'16



Closed Loop



Aggregate Customer Data

- Product Type
- Spend History
- Credit History
- Geography

Merchant Data

- Industry
- Sub Industry
- Merchant
- Geography
- Time

Global Payments Platform Creates Differentiated Offerings

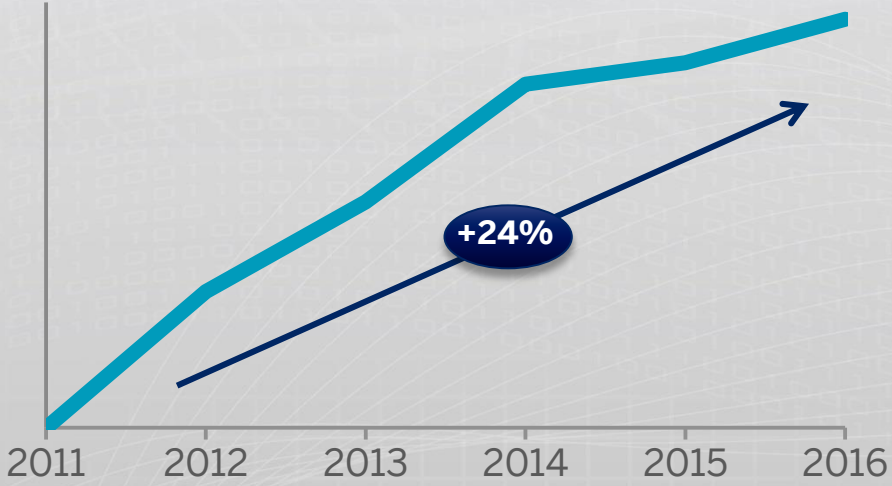
AXP Assets	Create a Unique Payments Platform	Enabling Differentiated Customer Offerings
Brand	COMMERCE PLATFORM	Greater Spending Capacity
Global Reach		World Class Service
Direct Relationships		Best in Class Loss & Fraud Rates
Data & Analytics		Global Lounge Collection
Travel Network & Relationships		Unmatched Experiences
Membership Rewards		Digital Partnerships

Differentiated Service Experience

Increased Satisfaction

Indexed to 2011

Global Recommend to a Friend



Driving Loyalty & Engagement

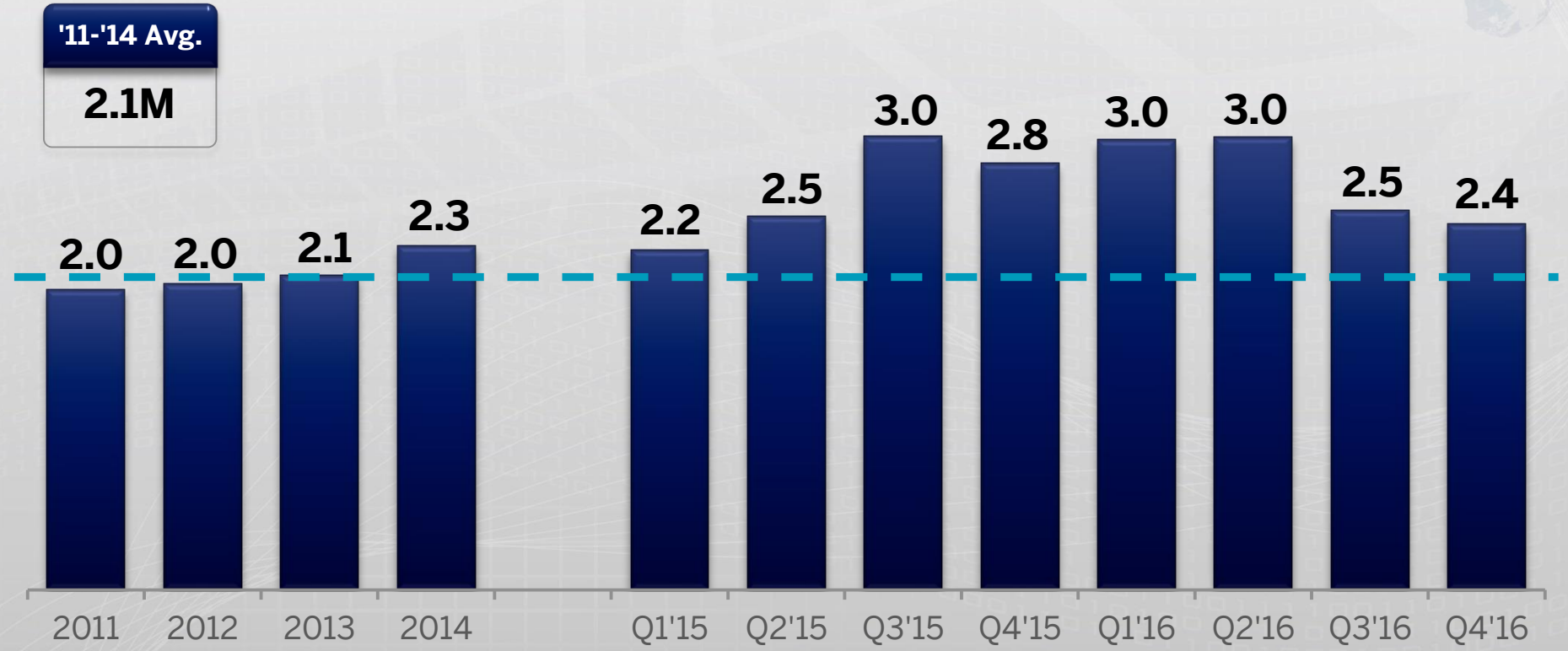
RTF Promoter vs. RTF Detractor*

4X Lower Attrition

*See Glossary for definition of Recommend to a Friend (RTF).

AXP-Issued Global Card Acquisitions

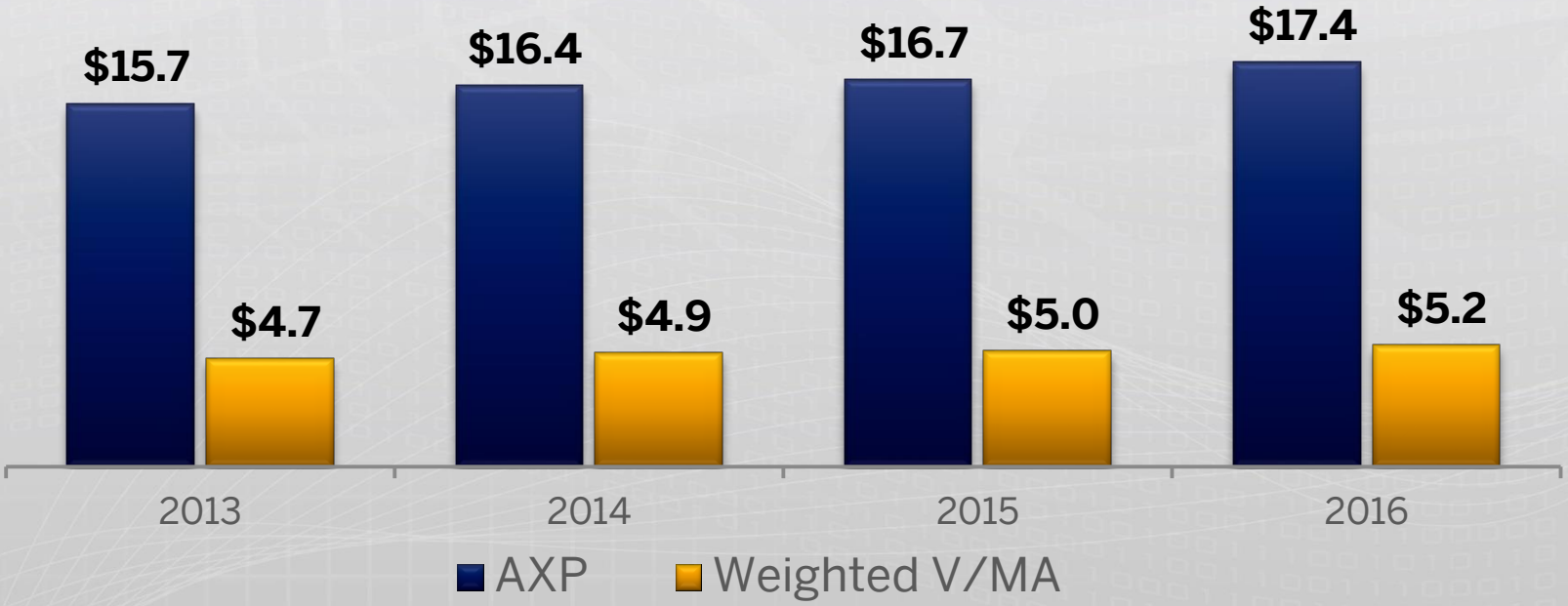
Quarterly Average for 2011-2014, in millions



Average Spend Continues to Significantly Outpace the Industry

U.S. Average Annual Spend Per Account – Credit/Charge

$ in thousands

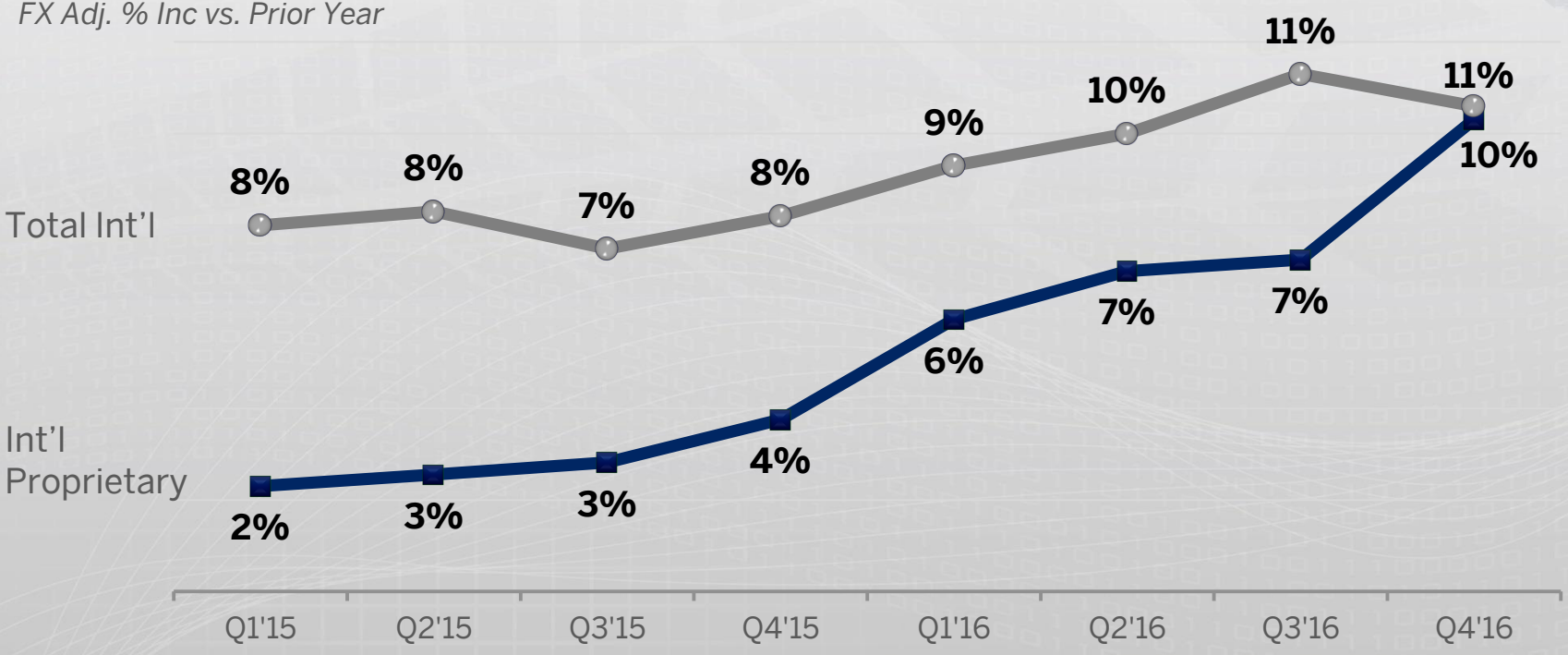


Note: Calculated using annual U.S. purchase volume (excludes cash advance) on each network and a five-point average of U.S. total basic cards in force for AXP and credit card and charge accounts for Visa and MasterCard (excludes debit and cash). Visa's 2016 data assumes Q4'16 number of accounts equals Q3'16 number of accounts.
Source: Company reports.

In International, Our Billed Business Growth Rate Accelerated

AXP International Credit/Charge Volume Growth

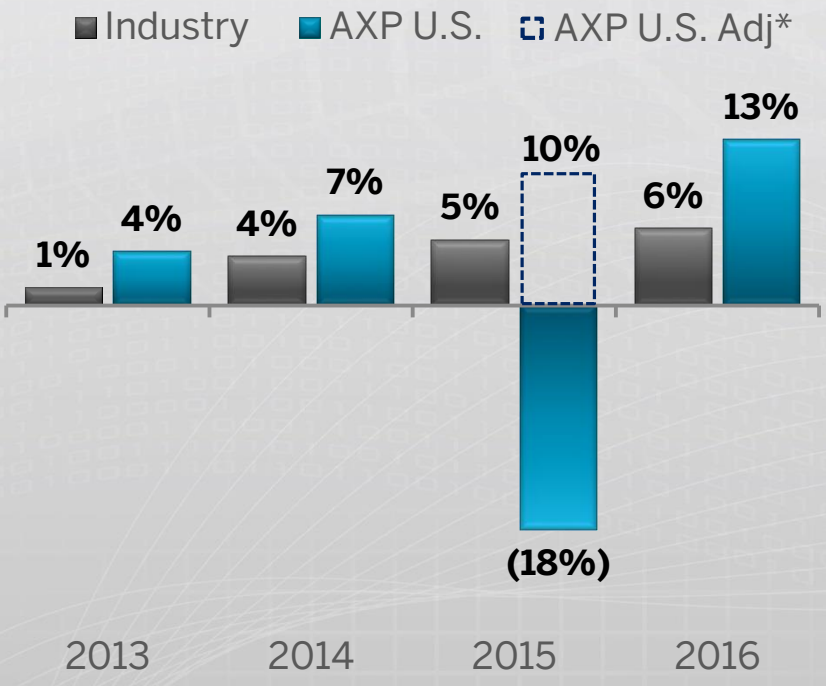
FX Adj. % Inc vs. Prior Year



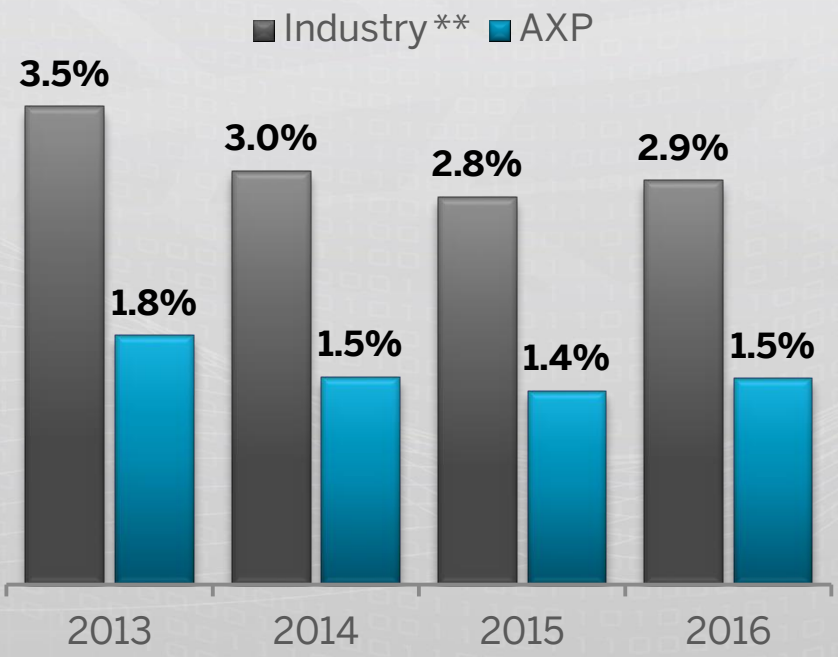
See Annex C for reported billings growth rates.

U.S. Loan Growth and Credit Quality

U.S. Revolving Credit YoY Growth



U.S. Write-Off Rate



*Note: U.S Revolving credit growth based on non-seasonally adjusted data per Fed Consumer Credit G.19 report. *Adjusted loan growth rate for 2015 excludes Card Member balances related to cobrand partnerships with Costco in the U.S. and JetBlue, which were moved to Held For Sale as of December 2015. See Annex D for a reconciliation. **Industry reflects weighted average write-off rate of WFC – Consumer, BAC, C – NA, DFS – Credit Card, JPM, & USB.*

Digital Assets & Capabilities and Millennial Performance

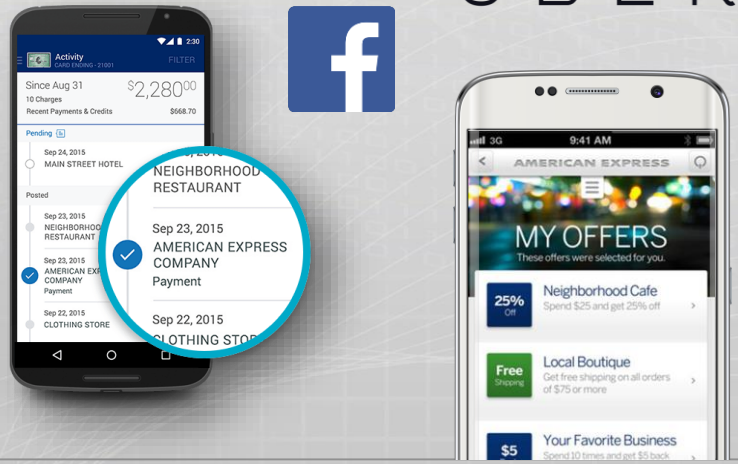
Digital Partnerships

airbnb

SAMSUNG pay

pay

UBER



Millennial Engagement

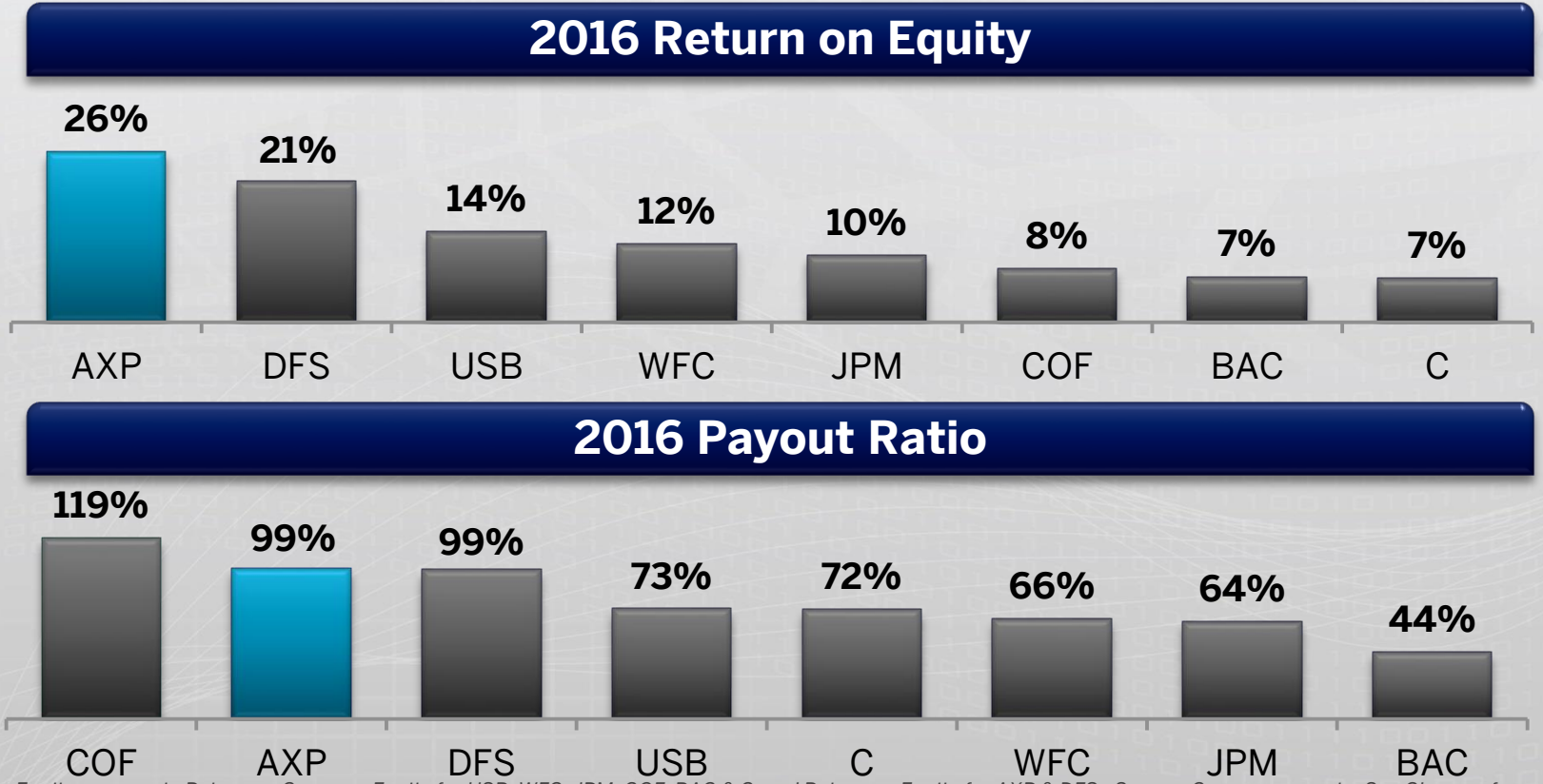
- >35% of Global Consumer acquisitions.
- Global Consumer millennial acquisitions increased 16% vs. prior year.
- U.S. Millennial Small Business Card Members spend 45% more than the average Amex small business account.

Note: Millennial engagement stats as of 2016. The trademarks, logos and service marks used on this slide and throughout this presentation are the property of their respective owners.

Differentiated Assets: Platinum Card



Return on Equity and Payout Ratio



Note: Return on Equity represents Return on Common Equity for USB, WFC, JPM, COF, BAC & C, and Return on Equity for AXP & DFS. Source: Company reports. See Glossary for certain key terms.

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Financial Growth Drivers



March 2016 Investor Day EPS Growth Scenarios

	Revenue Growth	Key Drivers	EPS Growth
Mar'16 Investor Day Scenarios	4%	▪ Credit ▪ Rewards Growth ▪ M&P Growth ▪ Opex ▪ Payout Ratio	5-7%
	6%		10-12%

March 2017 Investor Day EPS Growth Scenario

Revenue Growth	Key Drivers	EPS Growth
6%	▪ Credit ▪ Rewards Growth ▪ M&P Growth ▪ Opex ▪ Payout Ratio	10%+


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2 Growth Potential and Strategies

- **A** Opening Remarks & Business Overview
- **B** Innovating Member Value
- **C** Strengthening Member Engagement
- **D** Transforming Acquisition
- **E** Share Taking Loan Growth
- **F** Closing Remarks



2 Growth Potential and Strategies

A Opening Remarks & Business Overview

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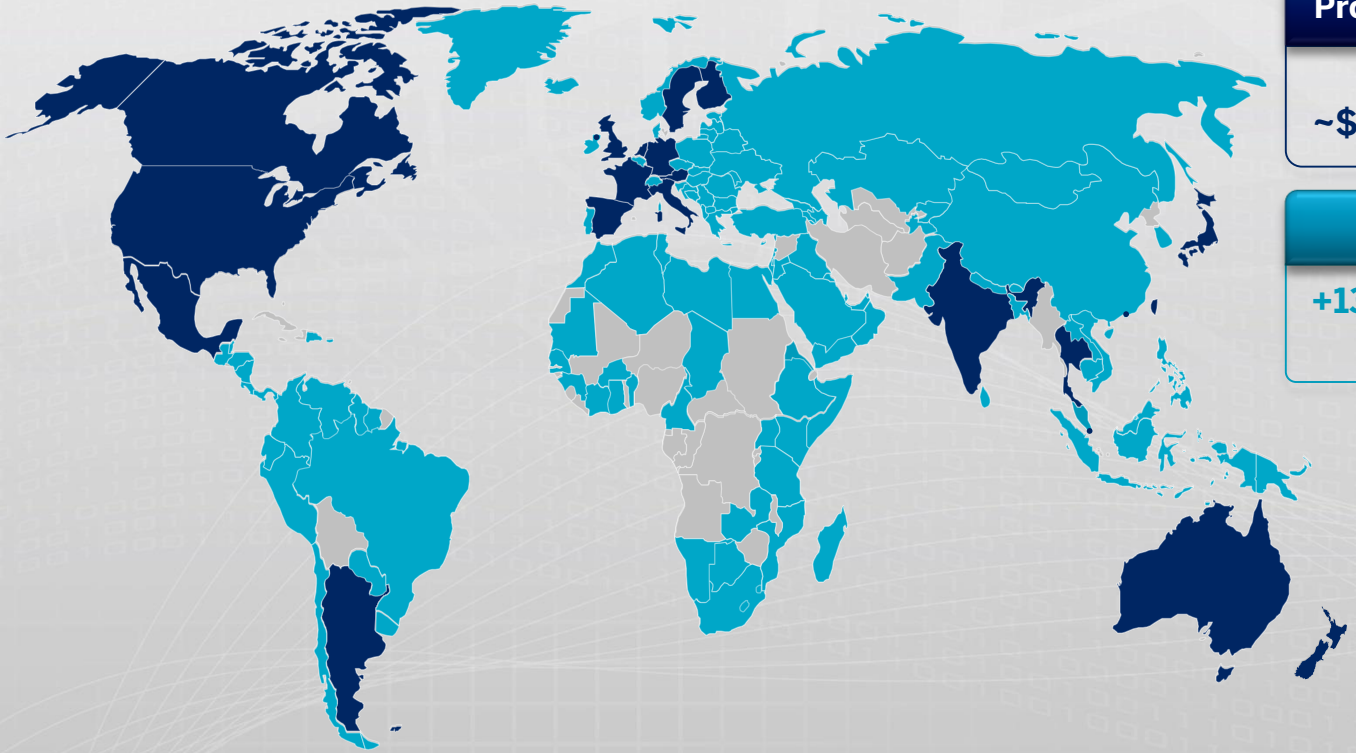
Brief Recap of Scale & Scope



Proprietary Consumer Services

21 Countries
~$423B in 2016 Adj. Billings

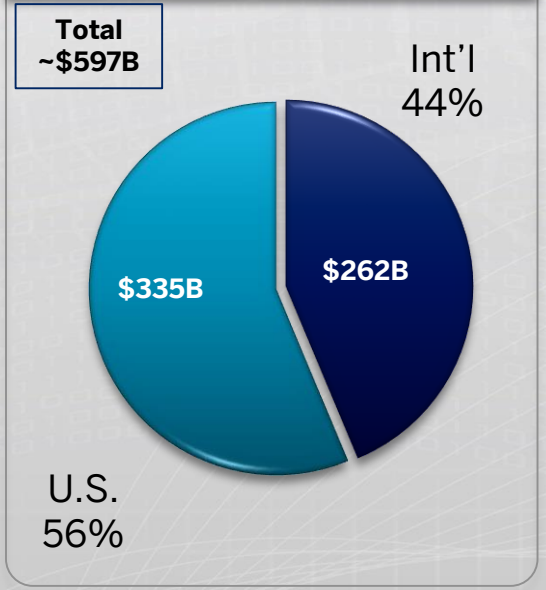
Network Services

+130 Countries & Territories
~$174B in 2016 Billings

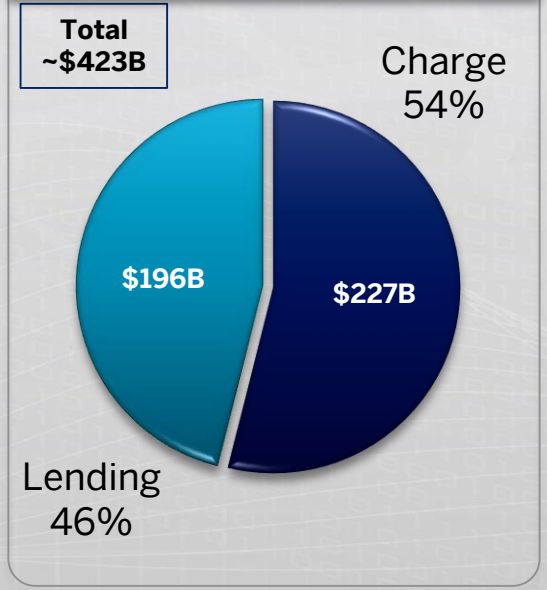
Note: Proprietary Billings excluding Costco cobrand billed business (in-store and out-of-store) and billed business on other (non-Costco cobrand) American Express Cards at Costco warehouses. Reported Proprietary 2016 Billings were $451B. Proprietary Consumer Services also issues international currency cards to consumers in other countries worldwide.

We Have a Large, Diversified Business

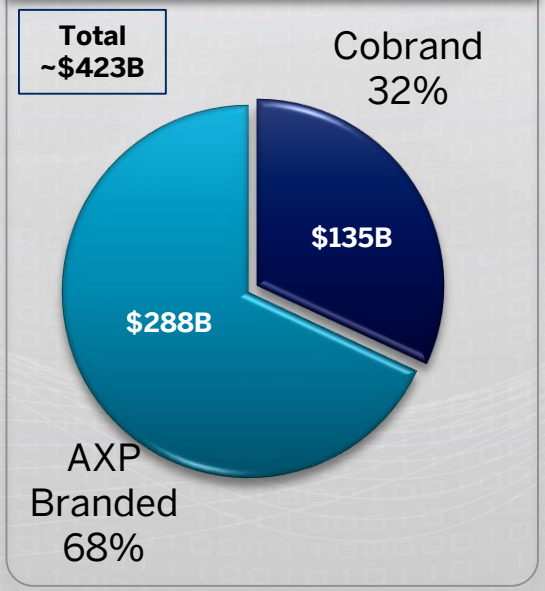
U.S. / International*



Proprietary Charge / Lending

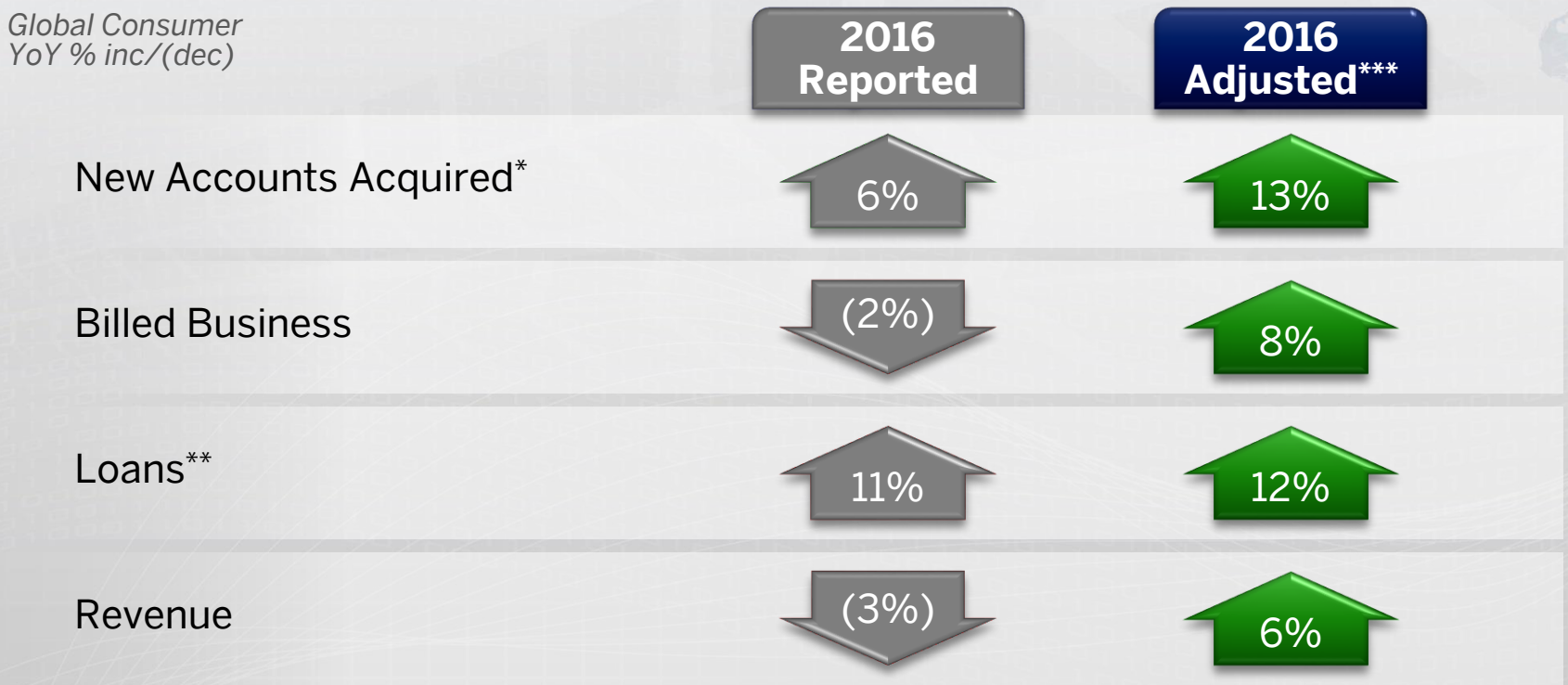


AXP Branded / Cobrand



*All charts reflect 2016 billings excluding Costco cobrand billed business (in-store and out-of-store) and billed business on other (non-Costco cobrand) American Express Cards at Costco warehouses. *Network billings included in US/International.*

2016 Was a Transitional Year



*Represents Proprietary Cards only **Includes Card Member Loans and Other Loans ***Adjusted New Accounts Acquired and Adjusted Billed Business exclude the impact of FX and Costco cobrand billed business (in-store and out-of-store) and billed business on other (non-Costco cobrand) American Express Cards at Costco warehouses. Adjusted Card Member and Other Loans, a non-GAAP measure, excludes the impact of FX (see Glossary for an explanation of FX-adjusted information). Adjusted revenues net of interest expense on an FX-adjusted basis, a non-GAAP measure, excludes from prior-year results estimated revenues from Costco in the United States, Costco U.S. cobrand Card Members and other merchants for out-of-store spend on the Costco cobrand card (see Annex E for a reconciliation).

International Volume Growth Has Been Strong

ICNS FX Adj. Billings Growth*

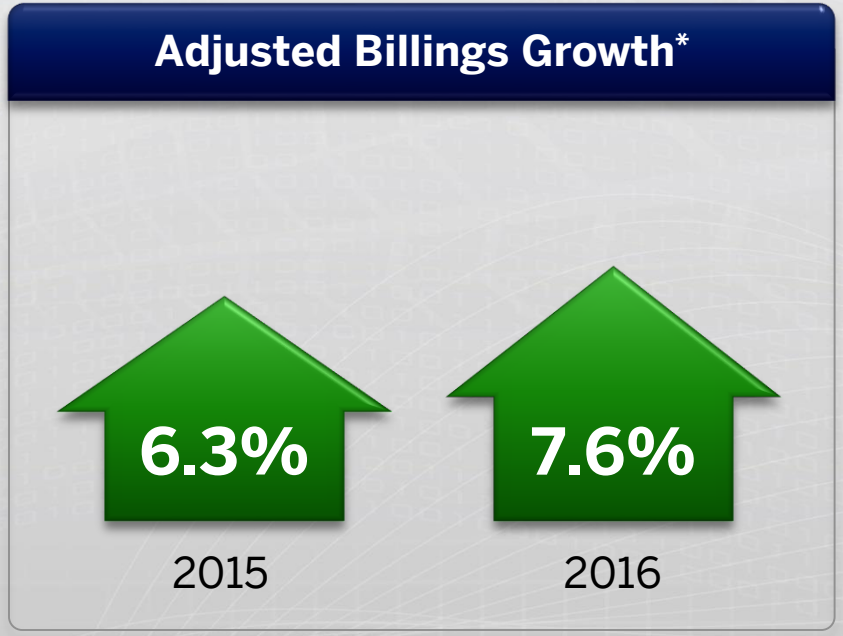


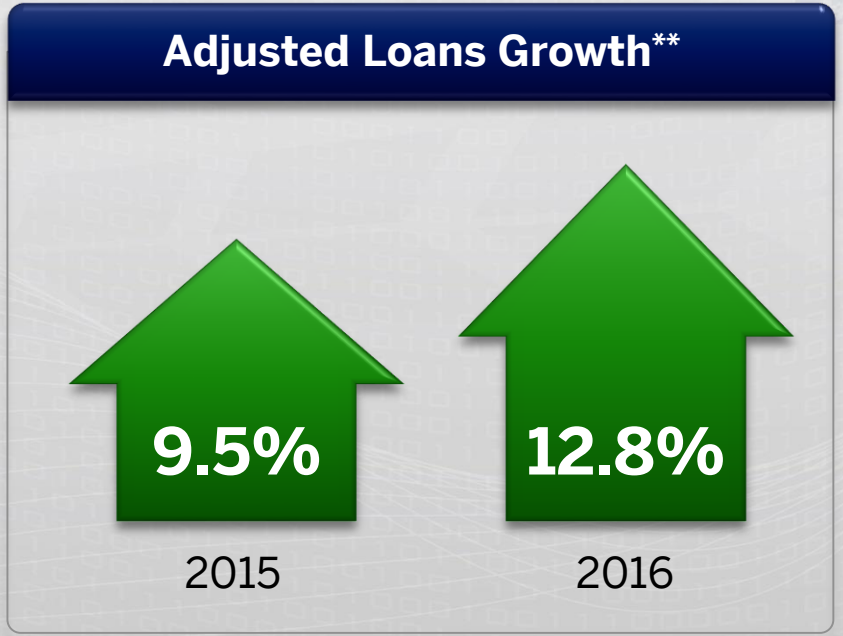
2016 AXP Billings Growth vs. Industry Growth**



*FX adjusted. See Annex F for reported billings growth rates. **Source: Trade Sources & National Statistics (Charge & Credit Card Transactions) per Euromonitor, February 2017. 2016 Industry figures represents a forecast by Euromonitor

U.S. Consumer Accelerated Growth



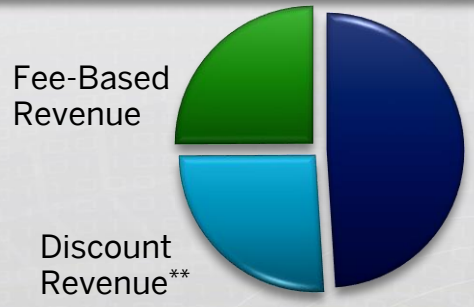


*Excludes Costco cobrand billed business (in-store and out-of-store) and billed business on other (non-Costco cobrand) American Express Cards at Costco warehouses. See Annex F for a reconciliation **Adjusted loan growth, a non-GAAP measure, excludes Card Member balances related to cobrand partnerships with Costco in the U.S. and JetBlue, which were moved to Held for Sale as of December 2015. See Annex G for a reconciliation.

U.S. Consumer Revenue Growth Is Balanced

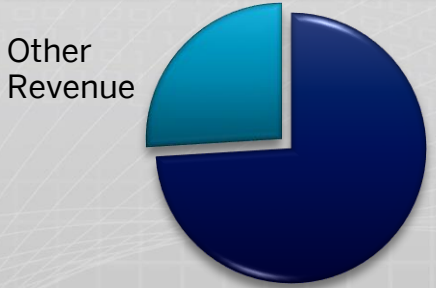
U.S. Consumer, Adjusted*

2016



Industry Benchmark***

2016



U.S. Consumer, Adjusted*

YoY Growth

	2016
Discount Revenue	↑
Net Interest Income	↑
Fee-Based Revenue	↑
Total	↑

*Excludes revenue associated from Costco Cobrand cards (in-store and out-of-store) and billed business on other (non-Costco cobrand) American Express Cards at Costco warehouses
Note: Fee-Based Revenue reflects net card fees, other fees and commissions and other revenues. **Discount revenue is reflected net of rewards expense ***Industry Benchmark: COF, C, USB, DFS card segment reporting.

Marketplace Context

- Intense Competition
- International Regulation
- Credit & Funding Costs



2 Growth Potential and Strategies

A Opening Remarks & Business Overview

B Innovating Member Value

C Strengthening Member Engagement

D Transforming Acquisition

E Share Taking Loan Growth

F Closing Remarks

A Balanced Approach to Member Value

Rewards & Pricing

- Competitive imperative
- Product comparability

Servicing & Services

- True to our brand
- Sustainable differentiation
- Cost effective

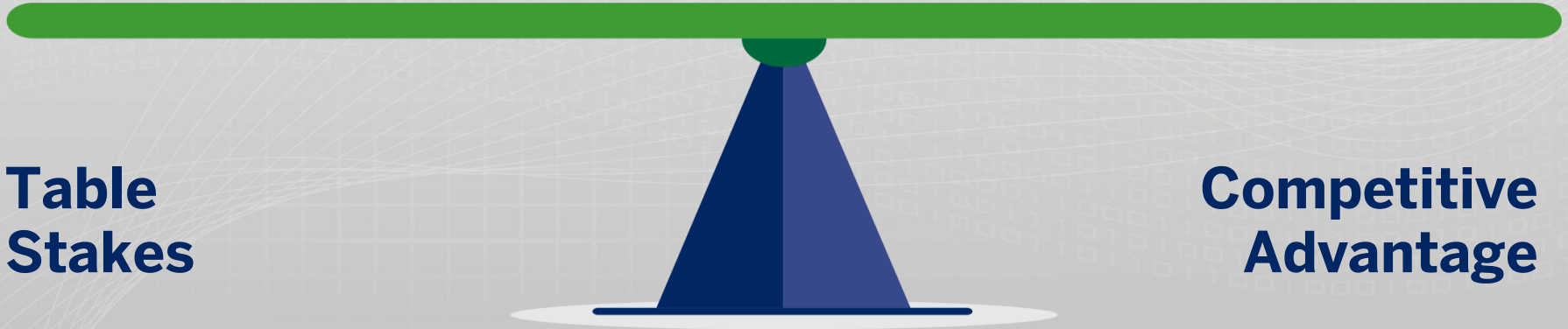
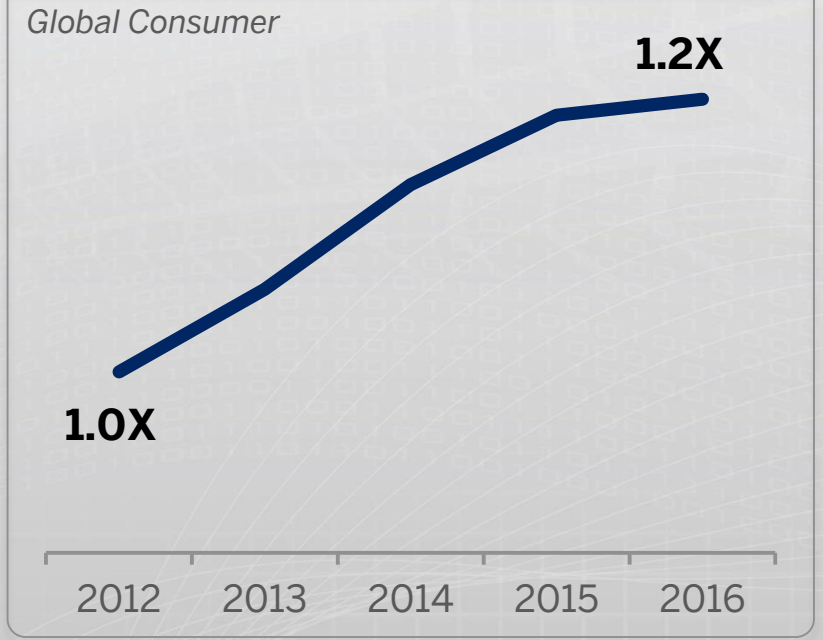


Table Stakes

Competitive Advantage

World Class Service

Recommend to a Friend*



Digitization

- Expansion of digital servicing capabilities
- Streamlined & simplified journeys
- Messaging & chat

Differentiation

- Concierge & Lifestyle Services
- Relationship Managers
- Digital concierge
- Global Lounge Collection

*See Glossary for definition of Recommend to a Friend (RTF).

Global Mobile Engagement

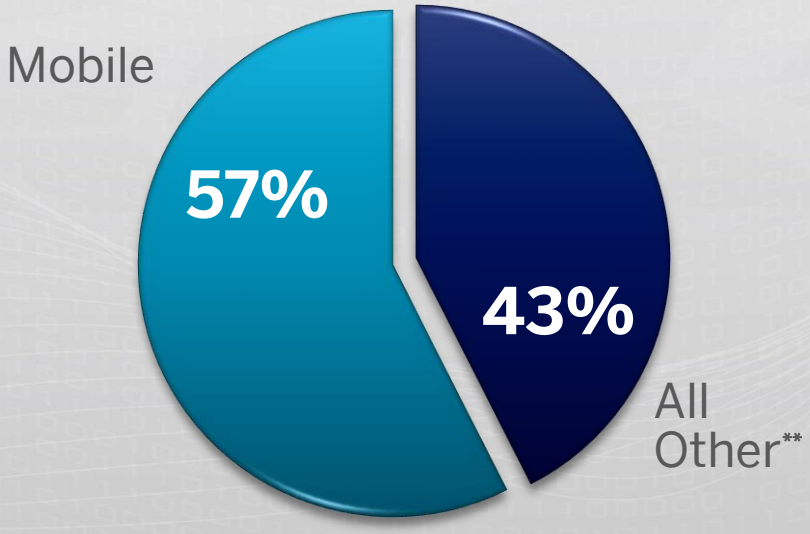
Mobile Usage Stats*

Jan'15 – Dec'16 Increase

Active Accounts	~100%
Login Frequency	~50%
Visits per Month	3X

Mobile Contribution – Applications

% of 2016 growth

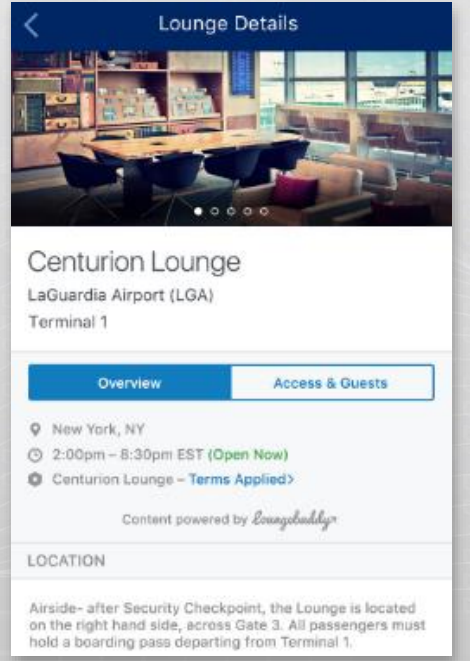


*Mobile Active Accounts represents Card Members who login to the Amex Mobile App at least once a month. Login Frequency represents number of logins on the Amex mobile App over Mobile Active Accounts. Total visits per month are Mobile Active Accounts times Mobile Login Frequency **All Other includes applications from non-digital (phone, direct mail, etc) and other digital sources (desktop, tablets).

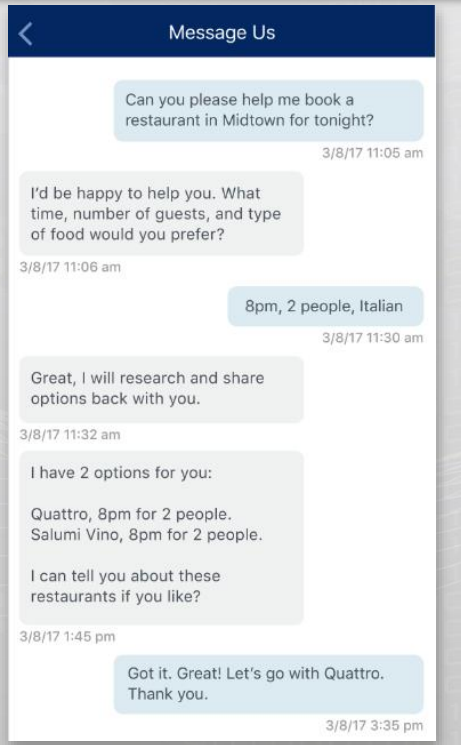
Mobile Functionality

Enhanced Capabilities

- Check Spending Power
- Member Referrals
- Amex Offers
- Card Replacement
- Lounge finder

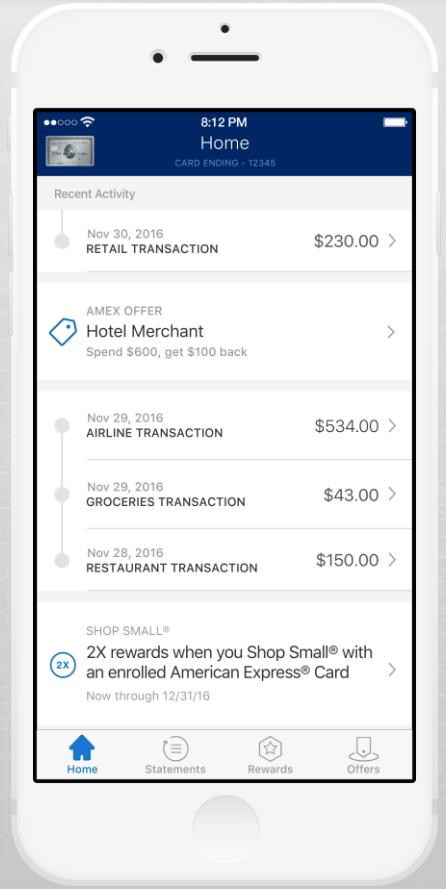


Messaging



Note: Not all features and functionalities available in all countries & territories.

Mobile Timeline



Lounge Access on Us

Here's two free lounge passes for you to use on your next trip.

Find our lounge

Amex Offer

£30 back
Exp: 08/12/16

Duty Free
Spend £120, get £30 back

Share your benefits

Give a Supplementary Card
Terms apply. Subject to approval.

PLATINUM CARD BENEFIT

Congratulations! You've earned 5X points on your recent flight booked with American Express Travel

Terms Apply

Beyonce at the O2 tonight

Your concert is tonight! Why not pre-book with Uber to make sure you arrive on time?

Pre-book with Uber

Jul 10, 2016
Your replacement card has been issued.

Your statement is ready
Your November 2016 statement is ready. A payment of £3,051.91 is due on 29 November

Happy Cardmember Anniversary

5

Here's a 5,000 Reward Point bonus to say thank you for your continued membership.

Ways to use your points

Earn more Reward points

Refer friends. Get rewarded.
Receive a bonus for approved referrals.

SELFRIDGES £1,280.00

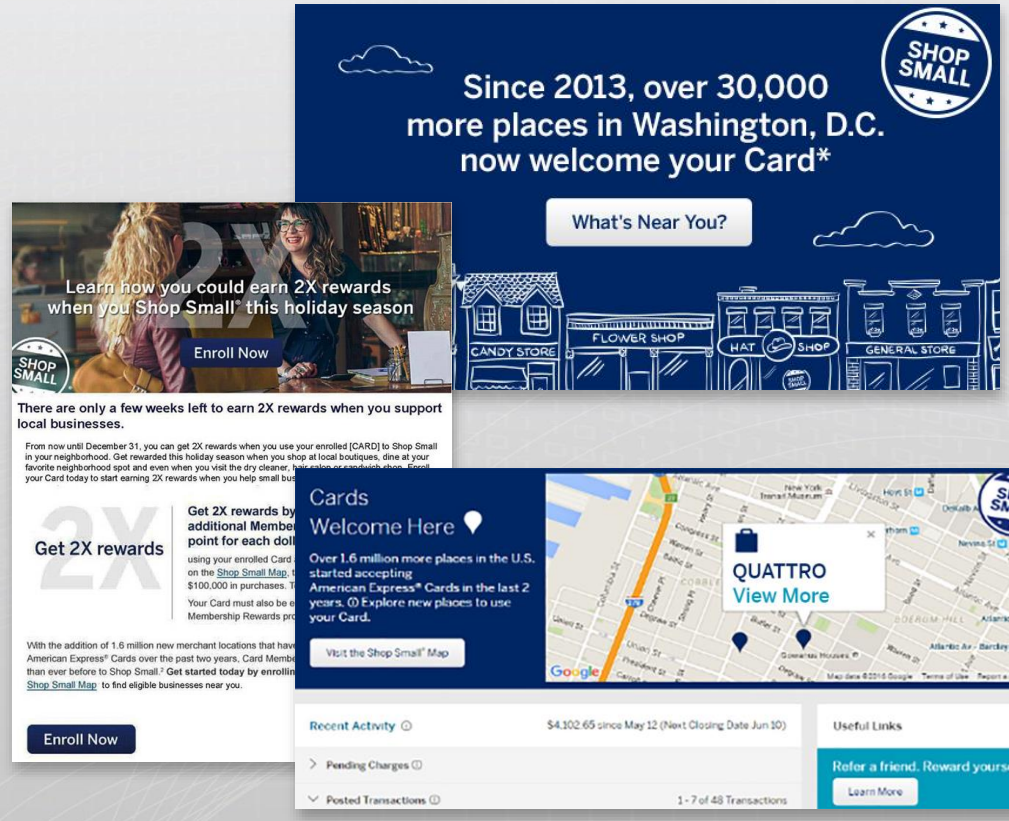
A promotional rate is available on this transaction (1,000 points $5.00). Tap to redeem.

Note: Not all features and functionalities available in all countries & territories.

Merchant Acceptance Opportunity

- Coverage consistently ranks as a top Card Member pain point
- Significant progress closing the acceptance gap, goal is to reach parity coverage in the US in 2019
- Opportunity to accelerate member awareness and engagement with expanded footprint

Driving Awareness & Engagement



- Coverage claims resulting in 4B+ impressions in 2016*
- Shop Small promotion in 4th quarter
- Increasingly personalized, targeted and contextual offers based on
  - Segment
  - Geography
  - Industries

** Represents numbers of times coverage claim displayed once according to internal estimates.*

Platinum Travel Journey



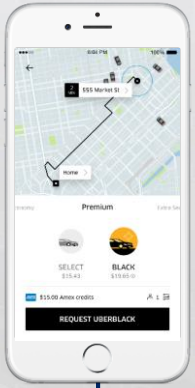
- ***NEW:*** Card design
- ***NEW:*** Welcome Guide



- ***RECENTLY ANNOUNCED:*** 5X MR points for flights booked directly with airlines or Amex Travel
- ***NEW:*** 5X MR points on pre-paid hotels booked on Amex Travel



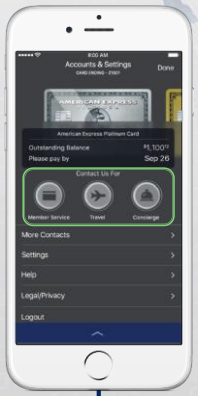
- Fee Credit for Global Entry or TSA Pre-Check (up to $100 value)
- ***ENHANCED:*** Global Lounge Collection
- ***NEW:*** Lounge finder in Mobile App



- ***NEW:*** Uber Rides with Platinum
  - Up to $200 annually in Uber credits
  - Automatic VIP Status where available
  - Exclusive Uber in-app experience



- Fine Hotels and Resorts, offering an average total value of $550* per stay
  - Room upgrade when available
  - Early Check-In
  - Unique Amenity



- ***NEW:*** Mobile servicing enhancements to tap to call
- ***ENHANCED:*** Global Dining Collection

** Actual value will vary based on property, room rate, upgrade availability and use of benefits.*



2 Growth Potential and Strategies

A Opening Remarks & Business Overview

B Innovating Member Value

C Strengthening Member Engagement

D Transforming Acquisition

E Share Taking Loan Growth

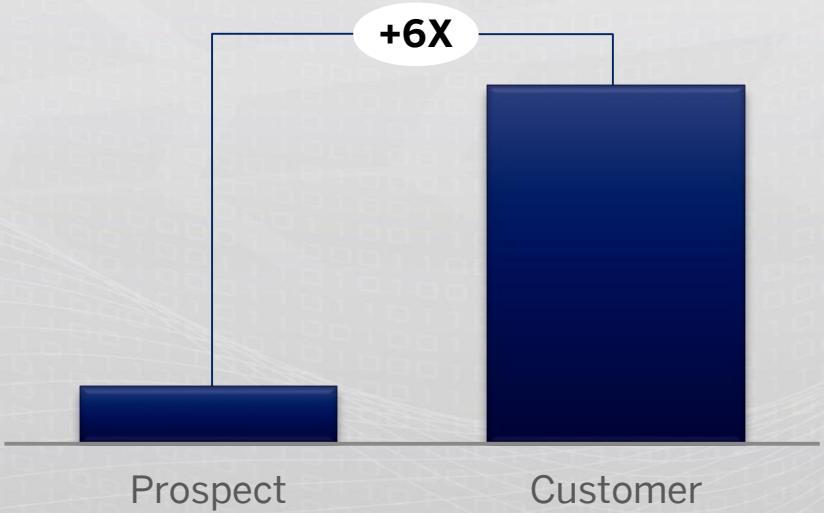
F Closing Remarks

Card Member Growth Opportunity

Spend (2016 U.S.)

	%	$
On-Us	~16%	~$300B
Off-Us	**~20%**	**~$400B**

Acquisition Efficiency



On-us spend reflects 2016 AXP billed business from all active US Consumer proprietary accounts as of Dec'16, as a % of the aggregate of on-us, off-us and non AXP spend. Off-Us Credit & Charge Card Spend is calculated from internal estimates of the size of wallet capability of AXP Card Members. Non-AXP Credit & Charge Card Spend is an internal estimate based on prospects with certain criteria and credit bureau data. Acquisition Efficiency represents billed business acquired over investment dollars. See Glossary for definition of billed business acquired.

Member Engagement



Offers & Value



Channel Reach



Customer Experience



Data Analytics & Personalization

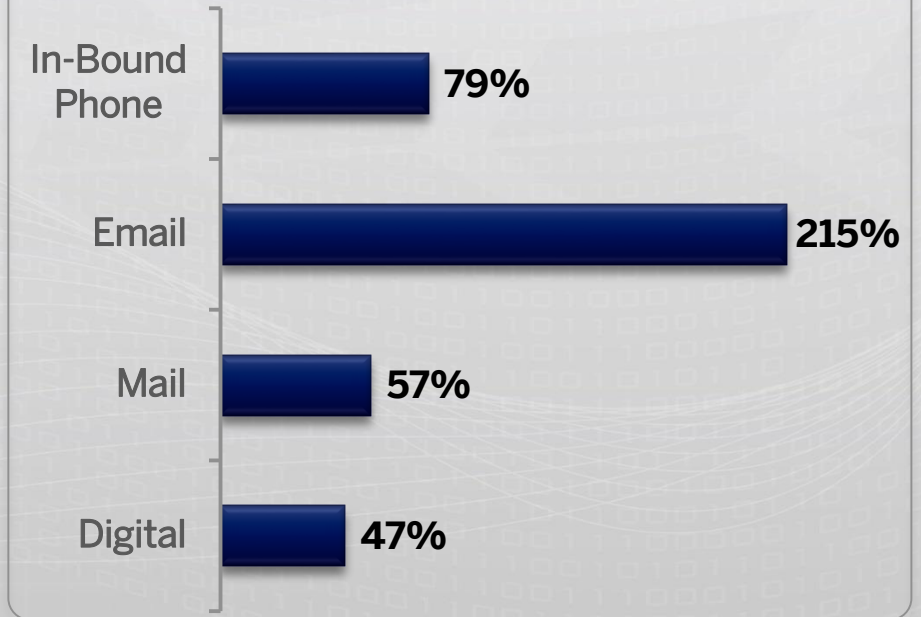
Enabling Channels & Removing Friction

Removing Friction Points

- Member “Fast-Track” Journey
  - Reduced clicks
  - Minimized fields
  - Streamlined disclosures

Channel Offer Performance*

2016 % YoY Accepted Offers by Existing Card Members



*Reflects offers accepted by existing Card Members. Offers include pricing adjustments, lending on charge enrollments, additional supplement cards, cross-sells, line increases, and upgrades.

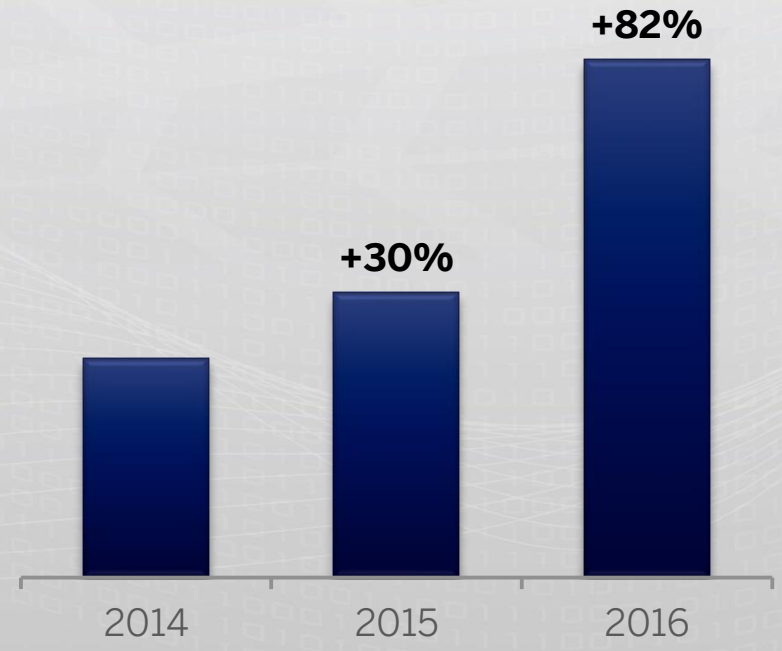
Innovative & More Appealing Offers

Offers

- Coverage Awareness
- Recurring Bill Promotions
- Spend Stimulation Offers
- Free Trial Upgrades

Existing Card Member Offers*

Offers Accepted YoY%



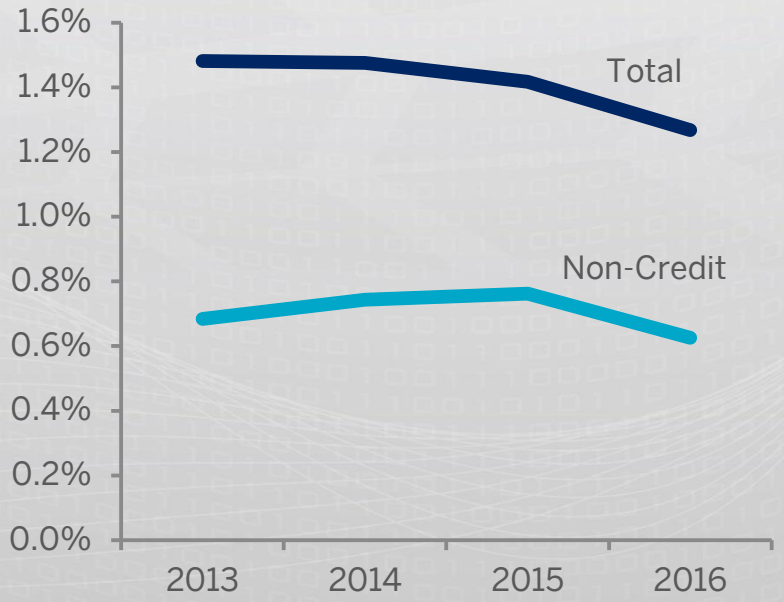
*Reflects offers accepted by existing Card Members. Offers include pricing adjustments, lending on charge enrollments, additional supplement cards, cross-sells, line increases, and upgrades.

Wallet Share Under Pressure But Stabilizing

Share of AXP Member Wallet (U.S.)

	2014	2015	2016
Tenured Wallet Share*	46.9%	46.4%	46.3%
Change in Wallet Share	(0.6%)	(0.5%)	(0.1%)

U.S. Billings Attrition**



*Tenured defined as AXP Consumer Proprietary Card Members for 24+ months as of December 31, 2016 , 2015, 2014. All metrics are internal based on average tenured US Card Members and are internal estimates based on credit bureau data. Share of Wallet does not include Network business **Billings Attrition based on year-ago spending for the month in which the Card Member attrited, excludes Costco & JetBlue. Non-Credit attrition includes voluntary attrition (Card Member initiated) and attrition resulting from non-activity (Amex initiated), death, or the supplemental card cancellation by the basic Card Member.



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Strong Global Acquisition Returns

	2015	2016
New Accounts Acquired *	17%	16%
Average Spend **	$8.0K	$7.4K
Average FICO	743	738
% Fee Based ***	65%	63%

*Note: Figures above exclude Costco co-brand accounts, and new accounts post-announcements in 2015 by Card Members with cobrand cards related to the discontinued partnerships as of 12/31/2014. *Represents new franchise accounts. **Average Spend reflects the first 12 months of spending by a new Card Member (Billed Business Acquired). See Glossary.*

We Have Replaced Costco Distribution

U.S. Consumer New Accounts Acquired

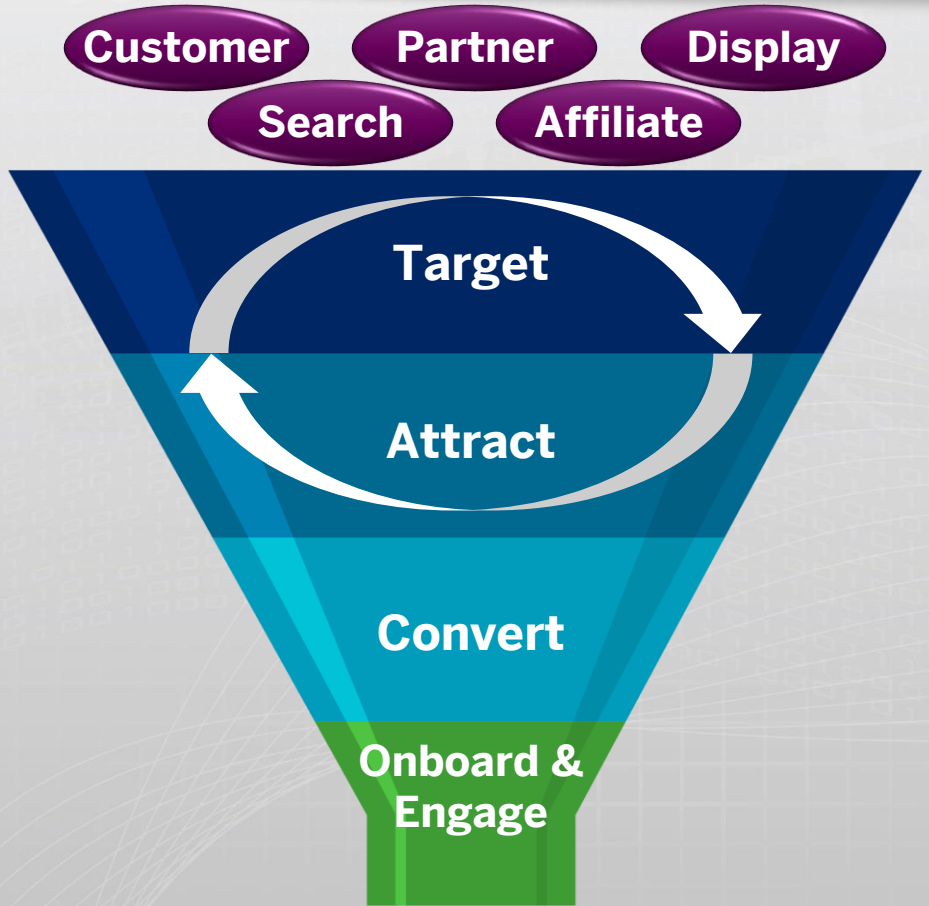
Indexed to 2014



	2014	2015	2016
AXP Branded % of Total Acquisitions*	41%	56%	63%

**Discontinued partnerships reflect Costco cobrand and JetBlue cobrand new accounts acquired; AXP Core and AXP Branded share excludes new accounts post-announcements in 2015 by Card Members with cobrand cards related to the discontinued partnerships as of 12/31/2014.*

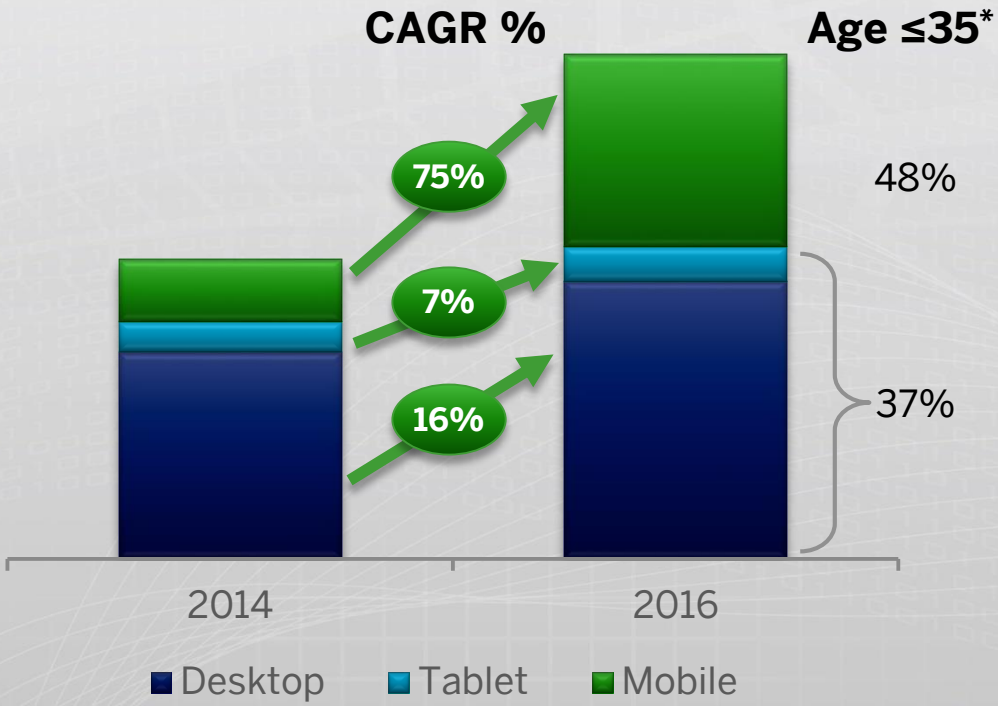
Acquisition Priorities



- Generate cost-effective traffic, especially in mobile, and innovate new sources of traffic
- Address gaming, and reinvest funds in higher quality acquisition offers and channels
- Continue to build capabilities to improve the experience and drive conversion efficiencies

Mobile is Driving Growth

Global Digital Application Volume



- Volume growth driven by digital
- Mobile growth at 75% 2014-16 CAGR
- Key to growth and reaching millennials

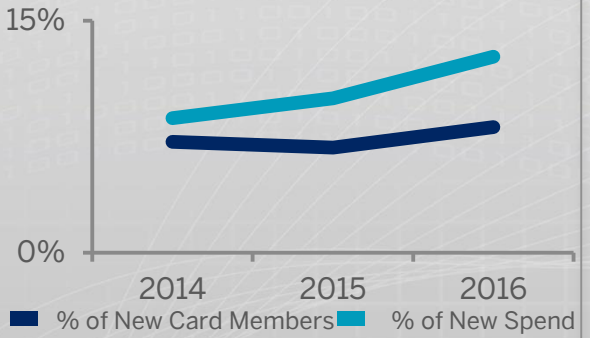
** Represents the mix of new approved Card Members who are 35 years of age or younger acquired through selected digital channels.*

Quality Traffic

Member Referrals

- Strong share of international acquisition
- Higher spend, lower risk applicants
- Large US opportunity

International Referrals



Corporate Cross-Sell

- Large concentrated U.S. corporate Card Member base
- Higher spend, lower risk and relationship affinity
- Data and channel reach advantage

Partner Integration

- Digital integration with cobrand and other acquisition partners:
  - Multi-Partner API Approach
  - Personalization
  - Instant Enablement

New Spend represents the first 12 months of spending by a new Card Member (Billed Business Acquired). See Glossary.

Improving Efficiency – Gaming

Overview

- Incentive bonuses driving gaming across the industry
- AXP gaming rates stable
- Opportunity to reduce gaming and reinvest

Approach

- Incorporate analytics in all marketing and underwriting decision points
- Suppress gamers across channels and at application
- Innovate offer constructs to incentivize long term loyalty

Improving Efficiency – Digital Experience

- New global, dynamic application & underwriting technology supporting:
  - Custom application flows
  - Device responsive
  - Interactive dynamic application questions
  - Custom underwriting



+6%

Completion Rates*

78%

Counter Offer Accept Rates**

*Represents lift based from change to responsive design, custom application flows, and dynamic application questions. Testing was conducted July 2016.
**Average of # of Card Members who accepted offer / # of Card Members who were exposed to the offer digitally (September through December 2016).



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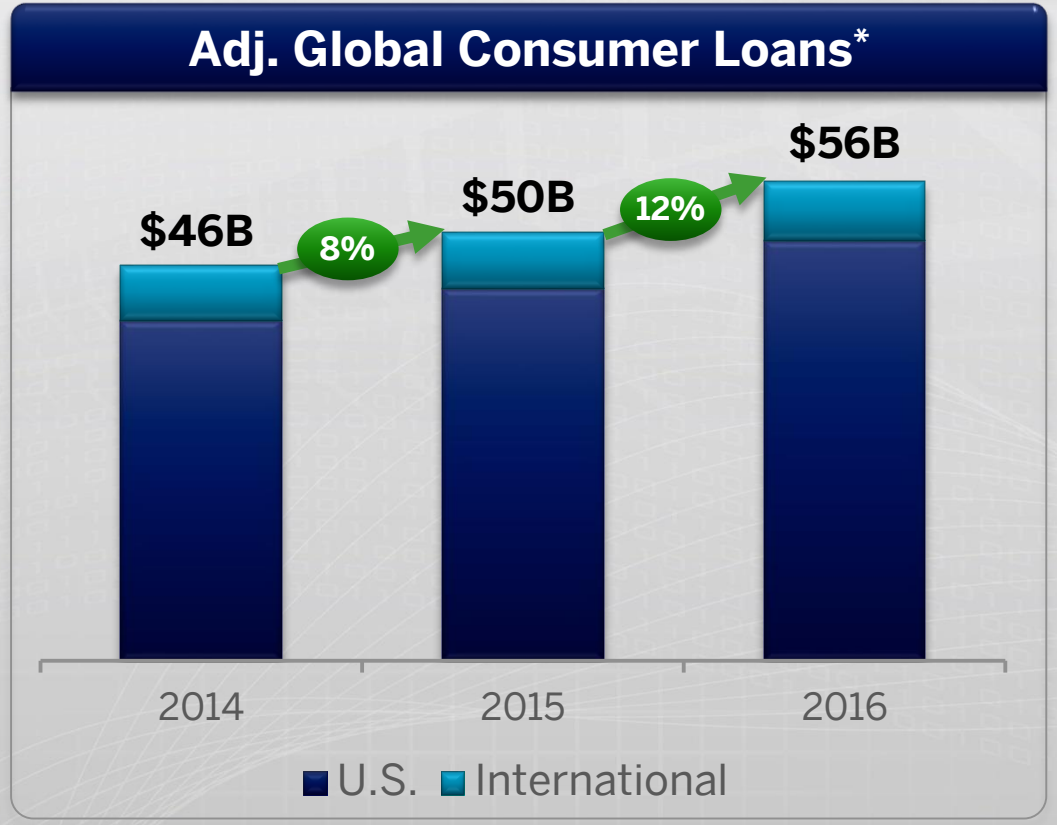
Consumer Lending Mix



- Our US loan portfolio makes up the majority of our loans
- International loan volumes are driven from UK, Australia, Canada, and Mexico
- Growth accelerated in US and international markets

*Adjusted Card Member and Other Loans, a non-GAAP measure, excludes the impact of FX (see Glossary for an explanation of FX-adjusted information) and Card Member balances related to cobrand partnerships with Costco in the U.S. and JetBlue, which were moved to Held for Sale as of December 2015. See Annex G for a reconciliation.

Card Member Lending Opportunity

Loans (2016 U.S.)	%	$
On-Us	~7%	~$50B
Off-Us	**~23%**	**~$175B**

- Demonstrated customer need
- Critical role in funding value proposition
- Compelling value from data and channel advantage

On-us loans reflects 2016 Card Member and other loans from all active US Consumer proprietary accounts as of December 2016, as a % of the aggregate of on-us, off-us, and non-AXP loans. Off-Us Loans is calculated from internal estimates of the size of wallet capability of AXP Card Members. Non-AXP Credit & Charge Card Loans is an internal estimate based on prospects with certain criteria and credit bureau data.

Compelling Value – Lending

Customer Level Pricing

- Targeting line & price through:
  - Promotional APRs
  - Bundled line & price campaigns
  - Merchant or industry specific offers
- Strong Card Member appeal*:



Term Loans

- Debt consolidation and general purpose term loan offering, **focused on existing customers**
- Data and channel advantage
- Differentiated through:
  - Pre-approved
  - Competitive price
  - Streamlined online experience
  - Rapid funding

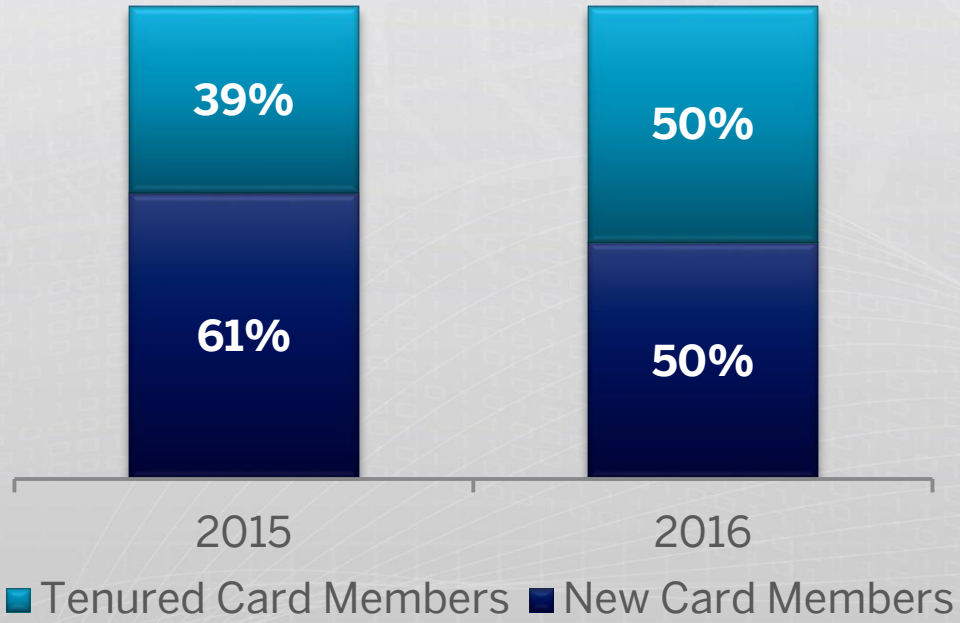
Transaction Level Control

- Turn individual transactions into term loans
- Define path to repayment, fixed cost of borrowing
- Frictionless experience
- Roll out began selectively with primary usage for transactions over a certain amount

Represents Card Member Enrollments into Customer Level Pricing Offers, excludes Costco co-branded cards.

Existing Customers Are Driving Growth

Contribution to Loan Growth (U.S.)*

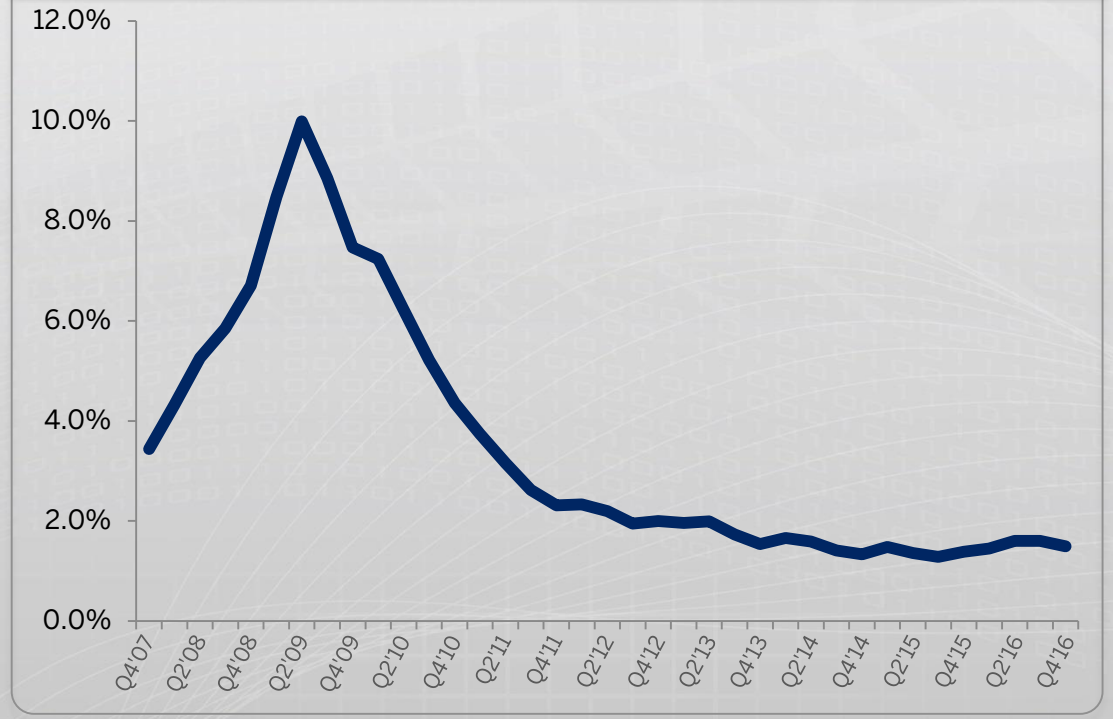


- Tenured Card Members represent a substantial and growing source of loan growth
  - Lower marketing cost
  - Higher expected revenue with lower delinquency rates
  - Shorter time-to-revenue

*Represents US Consumer Revolving Loans on Charge and Credit Cards, adjusted for balances from sold Costco & JetBlue Co-Brand accounts, and new accounts post-announcements in 2015 by Card Members with cobrand cards related to the discontinued partnerships as of 12/31/2014. Loans are also adjusted for attrited balances, and includes other loans. Tenured defined as U.S Card Members acquired prior to 2015 and 2016, respectively.

U.S. Portfolio Snapshot

Write-Off Rates



2007 vs. 2016

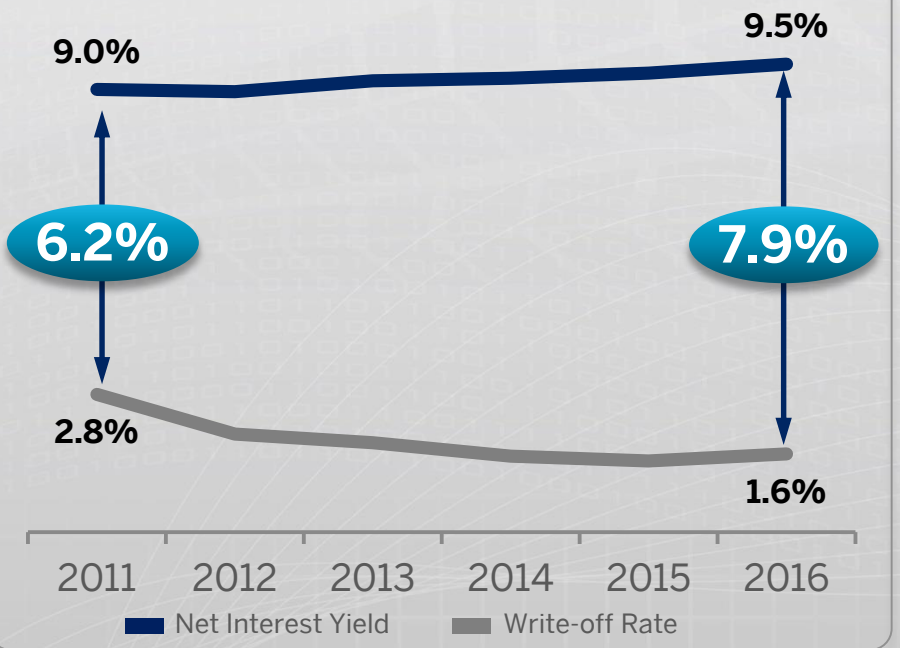
U.S. Consumer Loan Portfolio

Low FICO*	43%
Low Tenure**	42%
Balance Transfer***	84%

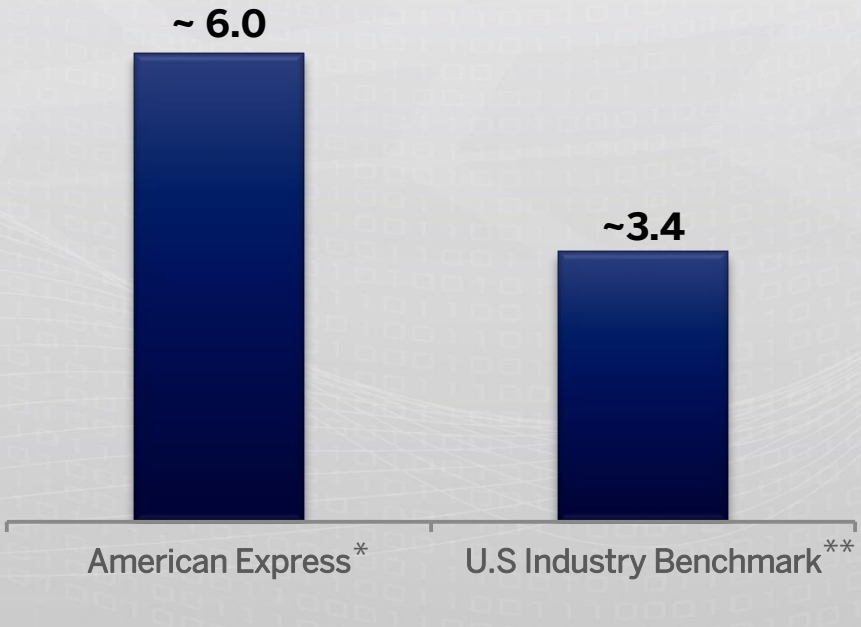
Note: Inclusive of all lending balances on U.S consumer credit and charge cards. Includes Costco Co-Brand balances.
**Low FICO defined as below 660 and missing FICO. **Low Tenure as Customers' below 2 years. ***Growth rate represents 2008 vs. 2016, due to internal system constraints.*

Global Loans Performance & Returns

Consumer Net Credit Margin



2016 Net Interest Yield Loss Coverage



Net Interest Yield Loss Coverage, a non-GAAP measure, represents Net Interest Yield, a non-GAAP measure, over Write-Off Rate. See Annex H for a reconciliation.
**Represents Global Consumer. **Weighted average of 2016 Interest Yield over Net Write-Offs for Bank of America, Citigroup, Capital One, Discover, and US Bank.*

The Road Ahead – Lending

Approach

- Share taking loan growth
- Focus on growth from existing Card Members
  - Leverage information advantage
  - Open low cost channels
- New, compelling lending features, pricing & products

Commitment to Quality

- Strong Card Member & portfolio quality
- Through-the-cycle underwriting
- Improved external monitoring & data
- Next generation decision science
- Modernized, flexible collection infrastructure



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2017 & Beyond Imperatives

- Innovate Member Value
- Strengthen Member Engagement
- Disciplined, Above Market Loan Growth
- Realize Growth Efficiencies
- Strong Balanced Revenue Growth

Agenda

1 AXP Business & Strategy Update

Ken Chenault

2 **Growth Potential and Strategies**

Doug Buckminster
Steve Squeri
André Williams

3 Financial Outlook

Jeff Campbell

4 Q&A

AXP Global Commercial Services

- Global Leader in Commercial Payments
- Significant Growth Opportunity
- Sustainable Competitive Advantage
- Growth Strategy Driving Strong Momentum

GCS Financial Snapshot

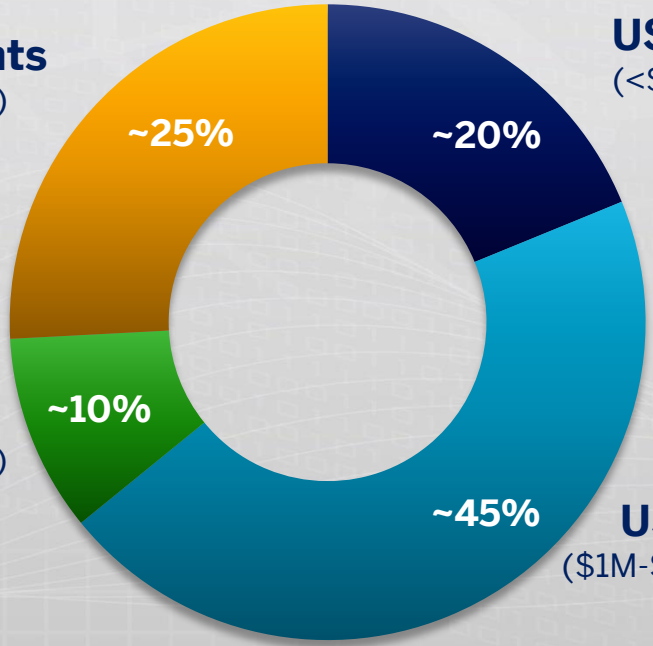
	% of AXP	2016	2016 Growth (Reported)	2016 Growth (Adjusted)*
Billed Business	39%	$408B	2%	7%
Loans**	16%	$10B	16%	16%
Revenue	31%	$9.8B	1%	5%

**Adjusted billed business is FX adjusted and excludes Costco co-brand card billed business (in-store and out of store)and billed business on other (non Costco co-brand) American Express card at Costco in the U.S. See Annex J for a reconciliation to reported billed business. Adjusted Card Member and Other loans, a non-GAAP measure, excludes the impact of FX (see Glossary for an explanation of FX-adjusted information). Adjusted revenues net of interest expense on an FX-adjusted basis, a non-GAAP measure, excludes from prior-year results estimated revenues from Costco in the United States, Costco U.S. cobrand Card Members and other merchants for out-of-store spend on the Costco cobrand card. See Annex I for a reconciliation to total revenues net of interest expense on a GAAP basis. **Loans includes $0.9B in 2015 and $0.8B in 2016 in Merchant Financing and Working Capital Terms loans.*

Commercial Billings by Client Segment

Global & Large Accounts
(>$300M in Annual Revenue)

US Small Business
(<$1M in Annual Revenue)



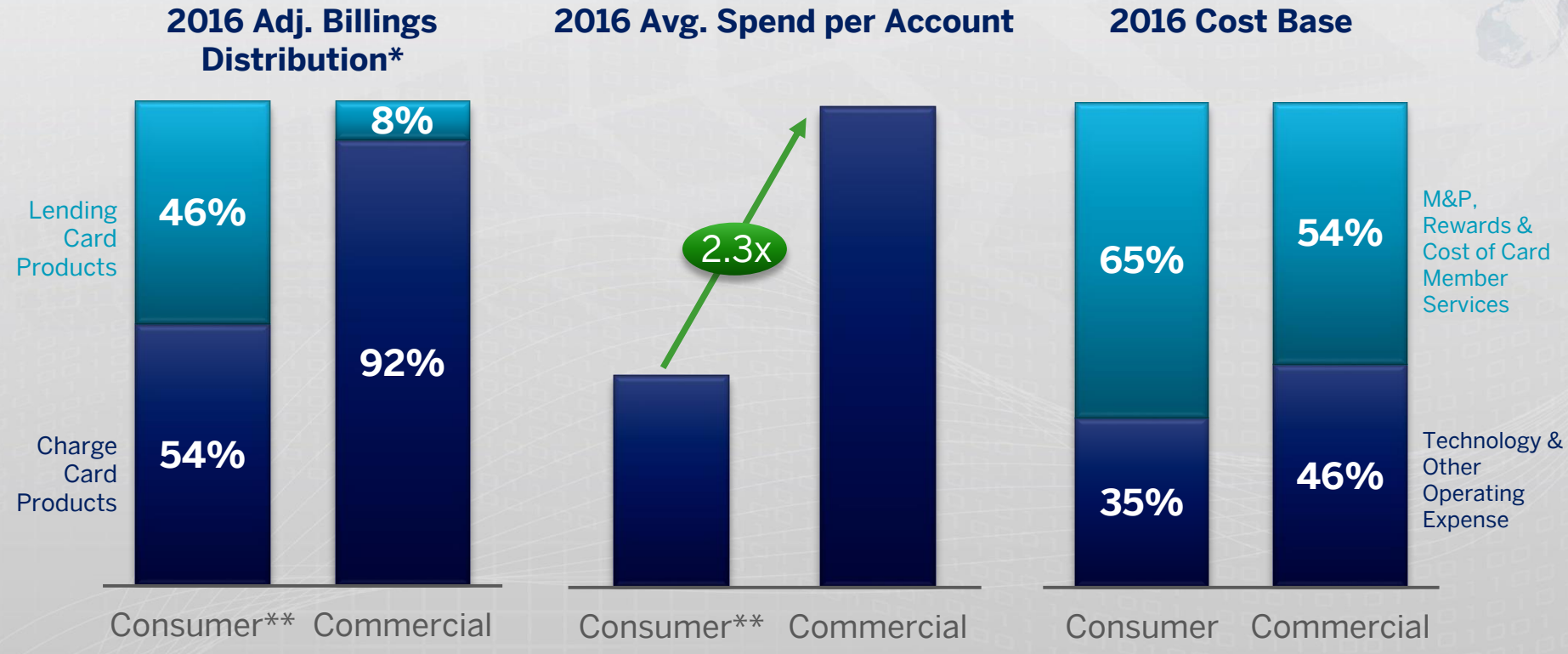
US SME ~65%

International SME
(<$300M in Annual Revenue)

US Middle Market
($1M-$300M in Annual Revenue)

Note: See Glossary for definition of SME.

AXP Commercial vs. Consumer



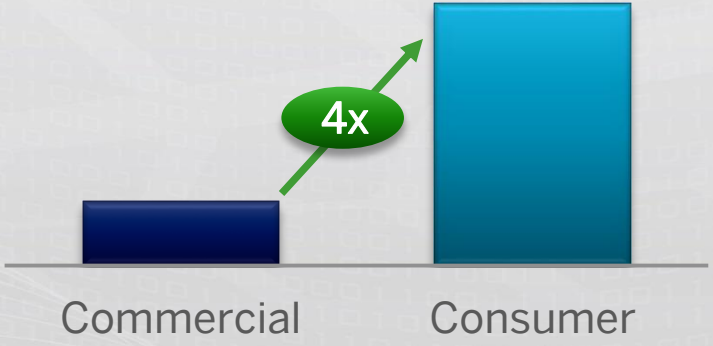
*Adjusted billings excludes Costco cobrand card billed business (in-store and out of store) and billed business on other (non-Costco cobrand) American Express card at Costco in the U.S. **Consumer billings and average spend per account from proprietary card activities only.

Commercial Card Opportunity

Card Addressable Spend ($T)



Card Penetration



Commercial Payment Dynamics

- Multiple types of customers
- Known parties
- Multiple/planned purchasing decisions
- High payment volume per transaction
- High data requirement

Source: Nilson, WEX White Paper, Corporate reports and Bernstein analysis.

We Are Well Positioned



Global Footprint



Millions of Customers



Closed Loop Network



Commercial Underwriting



Distribution Channels



Global Business Travel JV



Service

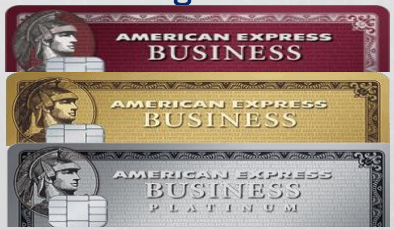


Brand

Diverse Product Suite

Small Business

Charge Cards



Credit Cards



Employee T&E Management

Corporate Charge Cards



Specialty T&E Solutions



Business Travel Account

Supplier Payments

Specialty B2B Solutions



Buyer Initiated Payments

vPayment

Cross-Border Payments

Global Dollar Card

FX International Payments

Business Financing

AccessLine™

Merchant Financing

Working Capital Terms

Commercial Strategic Pillars

INNOVATE PRODUCT



LEVERAGE DISTRIBUTION



DEEPEN RELATIONSHIPS



ENHANCE EXPERIENCE



Commercial Strategic Pillars

INNOVATE PRODUCT



- Grow the Core by Introducing New and Enhanced Card Products
- Offer Adjacent Lending Solutions for SMEs
- Extend Supplier Payment Solutions

Commercial Strategic Pillars

LEVERAGE DISTRIBUTION



- Optimize our Distribution Channels to Reach Prospects Most Efficiently
- Leverage our Data to Penetrate Our Existing Customer Base
- Capitalize on Brand Recognition and Leadership Position

Commercial Strategic Pillars

DEEPEN RELATIONSHIPS



- Provide Actionable Client Insights and Analytics
- Leverage Global “Feet on the Street” Account Teams

Commercial Strategic Pillars

ENHANCE EXPERIENCE



- Enable Higher Spending Capacity
- Deliver Premium Servicing and Duty of Care
- Provide Robust Digital and Mobile Capabilities

Commercial Client Segments

Our Foundation

Global & Large Accounts



Maintain Leadership

Our Growth Engine

US Small & Medium Enterprises



Accelerate Momentum

Int'l Small & Medium Enterprises

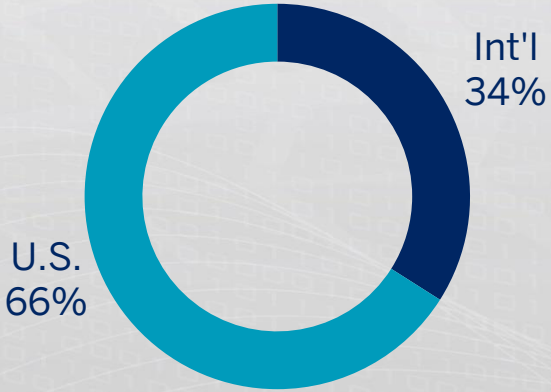


Drive Scale

Global & Large – Segment Snapshot

AMERICAN EXPRESS
Relationships with
>60%*
Fortune Global 500®

Geographic Mix



Spend Mix



% of 2016 AXP Global Commercial Billings	2016 FX Adj. Billings Growth**	Charge vs. Lend Billings	Variable Margin (index)
~25%	(2%)	100%/0%	100

*As determined by an analysis conducted by American Express Global Corporate Payments using 2016 FORTUNE Global 500 statistics of Licensee's customers. From FORTUNE, August

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Global & Large – Billings Trend

$ in billions, FX Adj.†



*Account Losses represent the year-over-year change in volume from Corporate clients who have cancelled or will likely cancel their relationship with American Express. **New signings represents volume from sales driven signings acquired with less than 13 months of tenure for Corporate products. †See Glossary for explanation of FX Adjusted information.

Global & Large – Case Study



Global Client

- $75B+ Annual Revenue
- >90 Countries; 75K+ employees
- AXP Corporate Card client for 30 years; $900M+ annual billings
- 2016 B2B expansion

Key Needs

Global Consistency

Employee T&E Management

B2B Payables Optimization

AXP Advantages

- Global footprint
- Rich data
- Premium servicing capabilities
- Global Business Travel JV
- B2B product suite

Global & Large – Growth Strategy



Maintain Leadership Position

- Leverage distribution to sign marquee accounts
- Deepen relationships through B2B expansion
- Enhance customer experience

US SME – Segment Snapshot

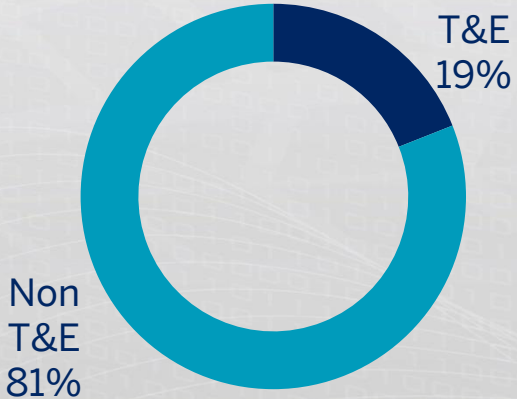
AMERICAN EXPRESS

#1 Small Business and Commercial Issuer in the US**

% of 2016 AXP Global Commercial Billings

~65%

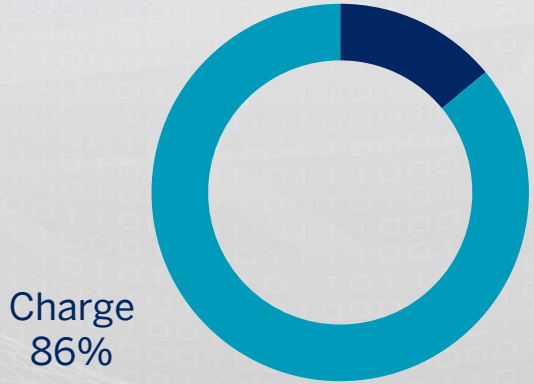
T&E vs. Non-T&E



2016 Billings Growth

+4%

Charge vs. Lend



2016 Adj. Billings Growth*

+9%

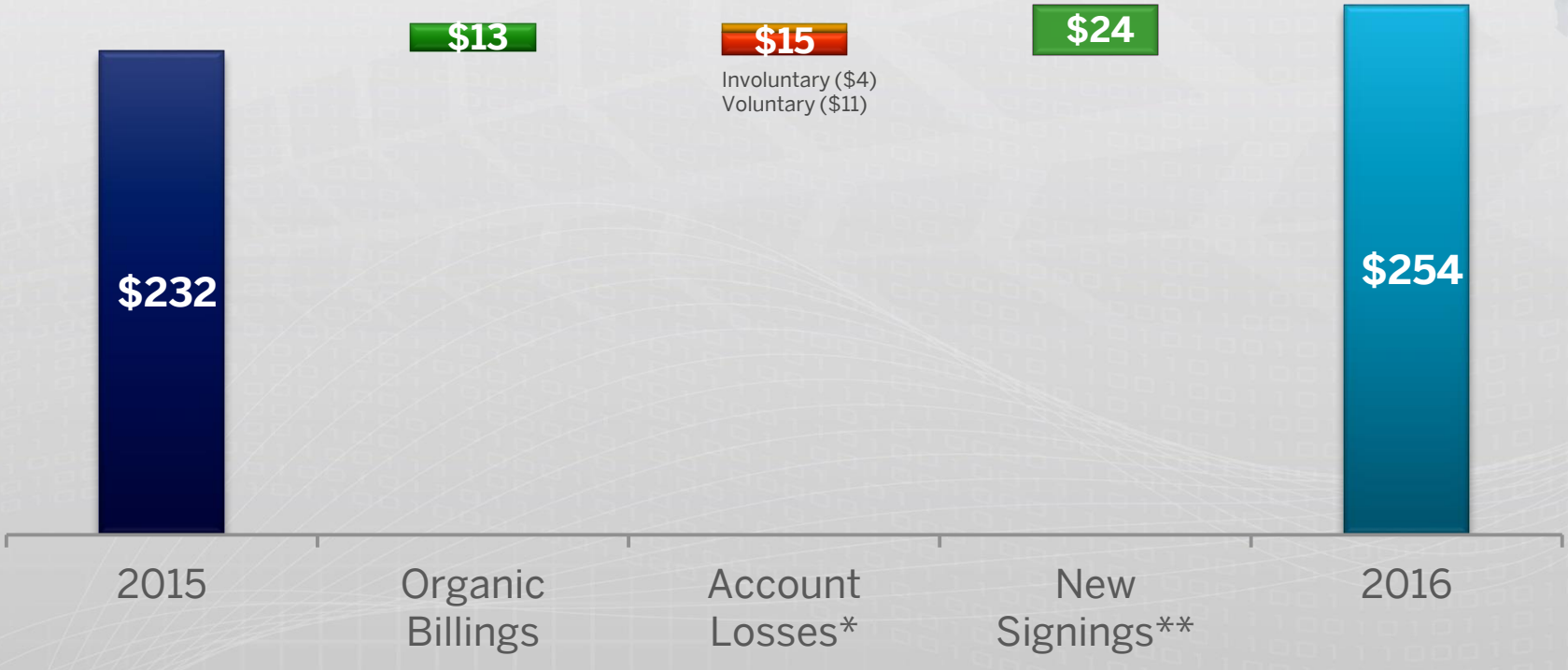
Variable Margin
(indexed to Global & Large)

133

**Billings exclude Costco co-brand card billed business (in-store and out of store)and billed business on other (non Costco co-brand) American Express card at Costco in the U.S.*
***Nilson Report for non-AXP purchase volume in 2015; AXP based on internal data.*

US SME – Billings Trend

$ in billions, excluding Costco



**Account Losses represent the year-over-year change in volume from SME clients who have cancelled or will likely cancel their relationship with American Express. Involuntary refers to credit cancellations and Voluntary includes Card Member-initiated attrition and attrition resulting from non-activity (Amex initiated). **New Signings reflects volume from sales driven signings acquired with less than 13 months of tenure for Corporate products and less than 12 months of tenure for Small Business products. Includes branded and continuing cobrands.*

US SME – Case Study



E-Commerce company

- $39M Annual Revenue
- 100+ Employees
- AXP products – Plum & Corporate Cards

Key Needs

Cash Flow Management

Employee T&E Management

Rewards & Service

AXP Advantages

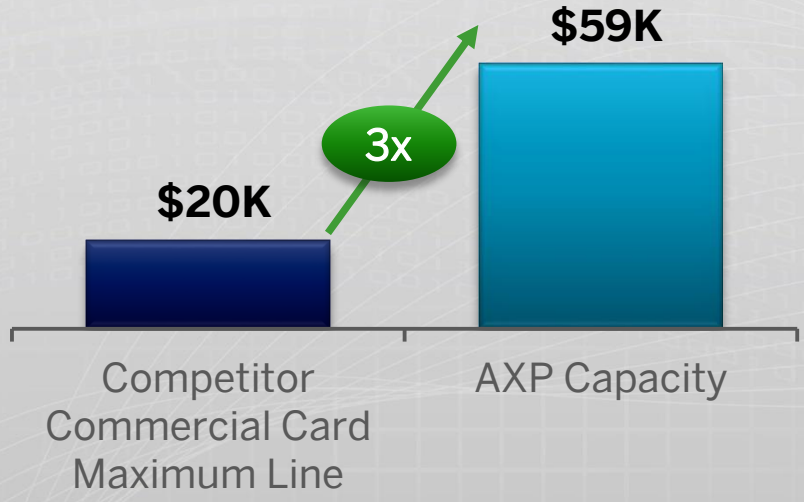
- Higher spend capacity
- Diverse product suite
- Rich rewards
- Premium relationship manager
- AXP Brand & SME advocacy

US SME – Spending Capacity

Average of AXP Capacity vs. Competitor Lines

We offer best-in-class spending capacity to support the needs of growing businesses

U.S. Small Business Accounts



Largest Small Business Accounts*

8x

Avg. AXP Spend Capacity
vs.
Competitor Lines

*As of July 2016. AXP based on analysis of US OPEN population. Competitor lines based on Small Business Financial Exchange (SBFE) data from Equifax. *Small business customers with over $1MM in annual revenue and more than $500K in spend.*

US SME – Growth Strategy



Accelerate Momentum

- Innovate and enhance products
- Leverage distribution channels to sign new accounts
- Expand relationships with existing customer base

US SME – SimplyCash® Plus



- Flexibility to spend above credit limit for larger purchases
- Hybrid credit & charge product
- Attractive cash back value proposition
- 33% higher average spend on new accounts acquired*

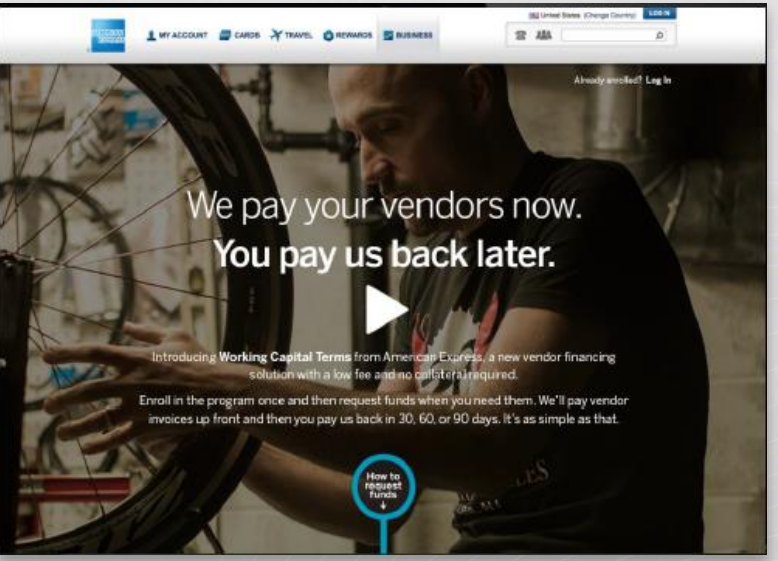
*Average billed business acquired reflects the annualized first 12 months of spending by a new Card Member with 30+ days of tenure, Jan-Nov 2016 on SimplyCash® Plus vs Jan-Nov 2015 on SimplyCash, excluding new accounts post-announcements in 2015 by Card Members with cobrand cards related to the discontinued partnerships as of 12/31/2014.

US SME– Business Platinum



- Enhanced benefits and premium rewards designed for businesses
- More points for large business purchases (1.5X on $5K+ transactions)
- 50% points back on select airfare purchases
- Enhanced experience – lounge, events, mobile

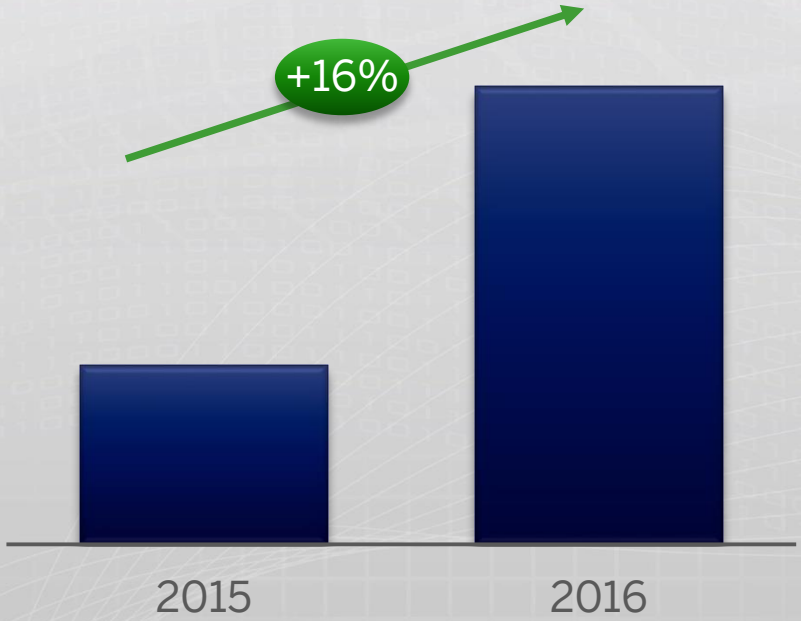
US SME – Working Capital Terms



- Quick and simple online application process
- Loan decision within minutes
- Up to $750K credit lines
- 30,60,90 day terms at competitive rates
- Ability to pay any verified supplier – does not need to be an AXP merchant

US SME – Expand Lending

Total Lending – Loans



2007 vs. 2016

Super Prime to Sub Prime Ratio*	3.5X
Low FICO**	61%

*Super Prime to Sub Prime Ratio represents Loans from Card Members with above 720 FICO over Loans from Card Members with below 660 FICO. **Low FICO defined as below 660.

US SME – Accelerate Acquisition

Acquisition Channels



Digital



Telesales



Face-to-Face Sales



Customer Care Professionals



Partnerships

+23%

Projected Volume from New Signings YoY*

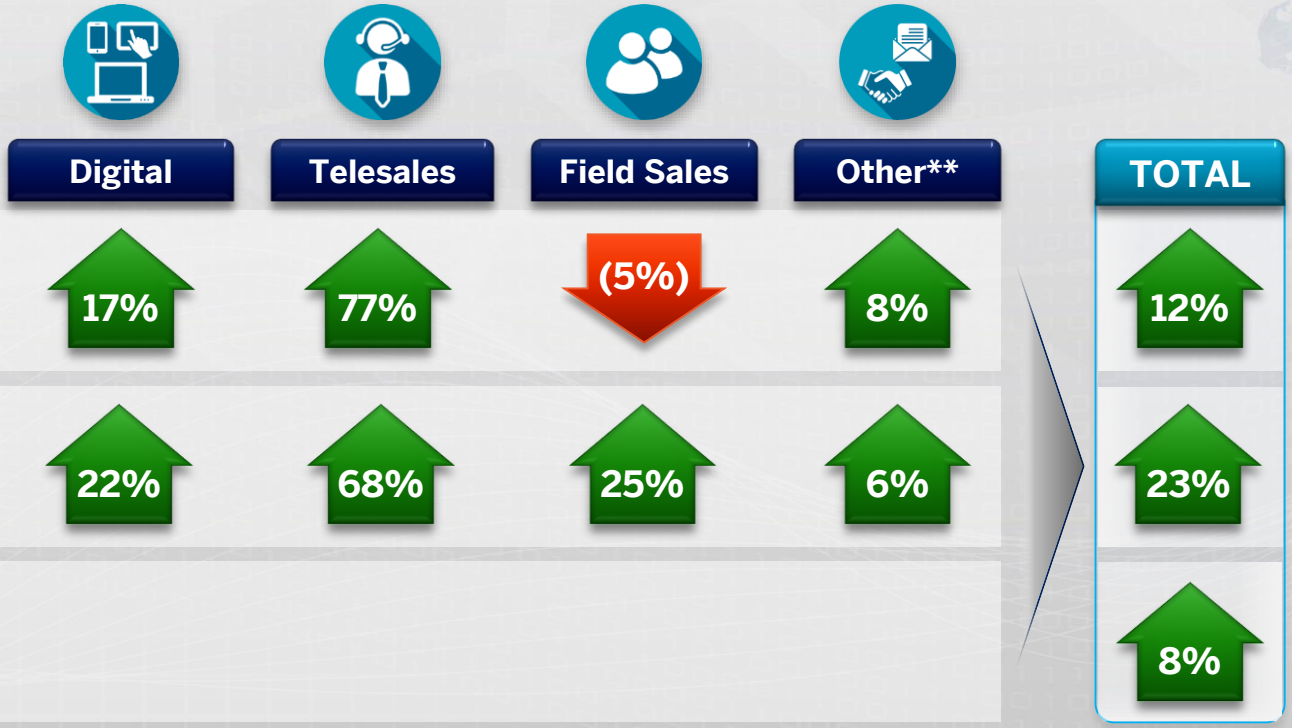
+12%

# of New Signings YoY

**Projected Volume from sales driven new signings reflects the estimated spending in the first 13 months for Corporate products and the first 12 months for Small Business products. Includes branded and continuing cobrands and excludes new accounts post-announcements in 2015 by Card Members with cobrand cards related to the discontinued partnerships as of 12/31/2014.*

US SME – Increase Efficiency

% increase over 2015, Excludes Costco



*Projected Volume from sales driven new signings reflects the estimated spending in the first 13 months for Corporate products and the first 12 months for Small Business products. Includes branded and continuing cobrands and excludes new accounts post-announcements in 2015 by Card Members with cobrand cards related to the discontinued partnerships as of 12/31/2014. **Other includes acquisition through direct mail, partnerships and by our Customer Care Professionals.

US SME – Deepen Relationships

2.3M+ AXP US SME Clients



<10%

with

2 or more

AXP commercial products

International SME – Segment Snapshot

AMERICAN EXPRESS

#1 Small Business and Commercial Issuer Globally*

% of 2016 AXP Global Commercial Billings

~10%

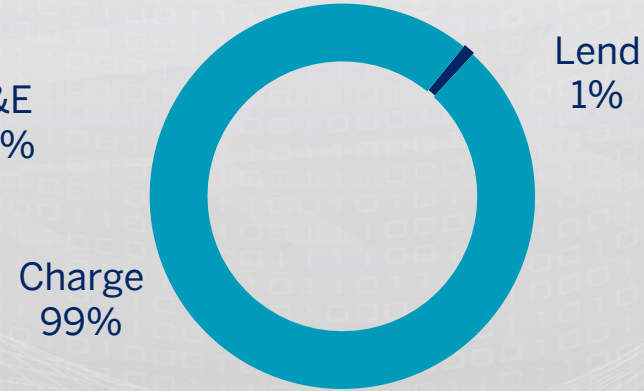
T&E vs. Non-T&E



2016 FX Adj. Billings Growth

+13%

Charge vs. Lend



Variable Margin
(indexed to Global & Large)

113

*Source: Euromonitor 2016. FX adjusted billings at December 2016 rates.

International SME – Case Study



IT Distribution company

- Offices in Australia, New Zealand and Singapore
- 12 employees
- AXP products – FXIP, AccessLine, Business Gold

Key Needs

Cash Flow Management

Employee T&E Management

Rewards & Service

Cross-Border Solutions

AXP Advantages

- Higher spend capacity
- Global footprint
- Premium servicing capabilities
- Diverse product suite

International SME – Growth Strategy



Drive Scale

- Optimize global distribution channels
- Leverage U.S. product innovation
- Deepen relationships with customer base

International SME – Priority Markets



	AUS	JPN	CAN	MEX	UK	FRA	ITA	IND
2016 YoY FX Adj. % Growth	8%	19%	11%	17%	28%	7%	13%	58%
% of AXP Int'l SME Billings	24%	17%	14%	8%	6%	6%	6%	4%

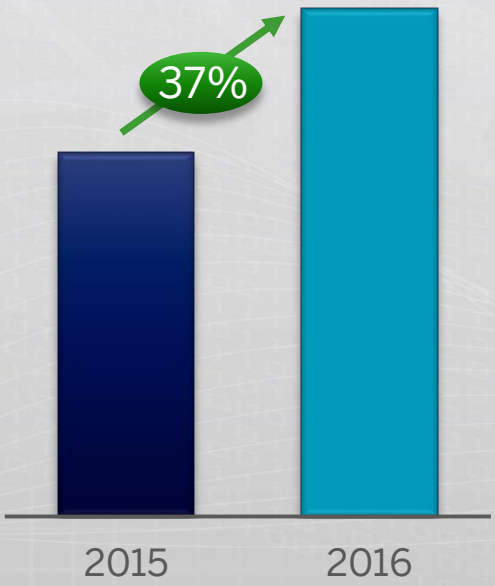
See Glossary for an explanation of FX adjusted information.

International SME – Increase Efficiency

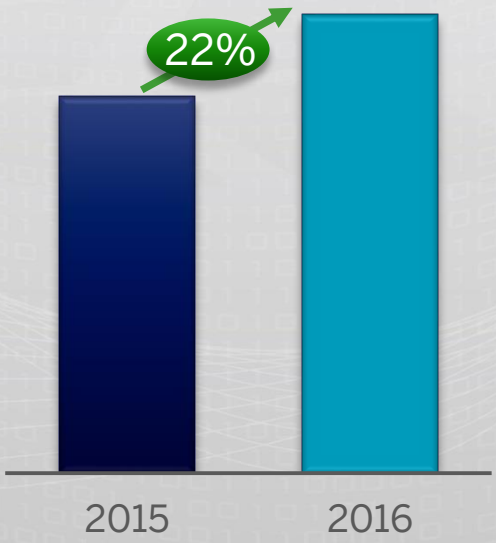
of New Signings (K)



Projected Volume from New Signings ($B)*



Investments ($M)



*Projected Volume from sales driven new signings reflects the estimated spending in the first 13 months for Corporate products and the first 12 months for Small Business products, FX adjusted at December 2016 rates.

Summary

- Key Driver of American Express' Growth
- Significant Growth Opportunity
- Sustainable Competitive Advantage
- Growth Strategy Driving Strong Momentum

Global Leader & Scale Player

AMERICAN EXPRESS

#1 Small Business and Commercial Issuer Globally*

AMERICAN EXPRESS

#1 Commercial Issuer in the US*

AMERICAN EXPRESS

#1 Small Business Issuer in the US*

AMERICAN EXPRESS

Relationships with

>60%**

Fortune Global 500®

** Nilson Report for non-AXP purchase volume in 2015; AXP based on internal data.. **As determined by an analysis conducted by American Express Global Corporate Payments using 2016 FORTUNE Global 500 statistics of Licensee's customers. From FORTUNE, August © 2016 Time Inc. Used under license. FORTUNE and Time Inc. are not affiliated with, and do not endorse products or services of, Licensee. Claim not confirmed by FORTUNE or Time Inc. FORTUNE and FORTUNE Global 500 are registered trademarks of Time Inc. and are used under license.*

Agenda

1 AXP Business & Strategy Update

Ken Chenault

2 **Growth Potential and Strategies**

Doug Buckminster
Steve Squeri
Anré Williams

3 Financial Outlook

Jeff Campbell

4 Q&A

Organizational Responsibilities

Global Merchant Services & Loyalty Group

- **Global Merchant Services**
- **Global Loyalty Coalition**
- **Accertify & InAuth**

Connecting Issuers & Merchants

Issuers

- U.S. Consumer
- International Consumer
- Commercial Payments
- Bank Partners

Global Merchant Services

Merchants

- Global
- National
- Regional
- Small
- Acquirers/Processors



2 Growth Potential and Strategies

- **A** **Merchant Coverage:** OptBlue U.S.
- **B** **Merchant Coverage:** Other Third Party Acquiring Models
- **C** Merchant Relationships
- **D** Discount Rate
- **E** Global Loyalty Coalition



2 Growth Potential and Strategies

- A **Merchant Coverage:** OptBlue U.S.
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U.S. OptBlue Overview



- OptBlue Participant Sets Merchant Price
- Single Statement
- One Settlement Process
- One Contact for Servicing
- Retain Closed Loop Data

U.S. OptBlue Progress

OptBlue℠ – U.S.

TRANSFIRST	JetPay	First Data	Heartland	worldpay	globalpayments
November 2013	November 2013	May 2014	May 2014	May 2014	June 2014

WELLS FARGO	vantiv	EVO PAYMENTS INTERNATIONAL	Bank of America Merchant Services	Elavon	TSYS
September 2014	October 2014	November 2014	February 2015	February 2015	April 2015

FIRST AMERICAN PAYMENT SYSTEMS	CLEARENT	TriSource SOLUTIONS	STERLING Payment Technologies	MERCHANT e-SOLUTIONS a cielo company	CHASE
April 2015	August 2015	January 2016	August 2016	October 2016	October 2016

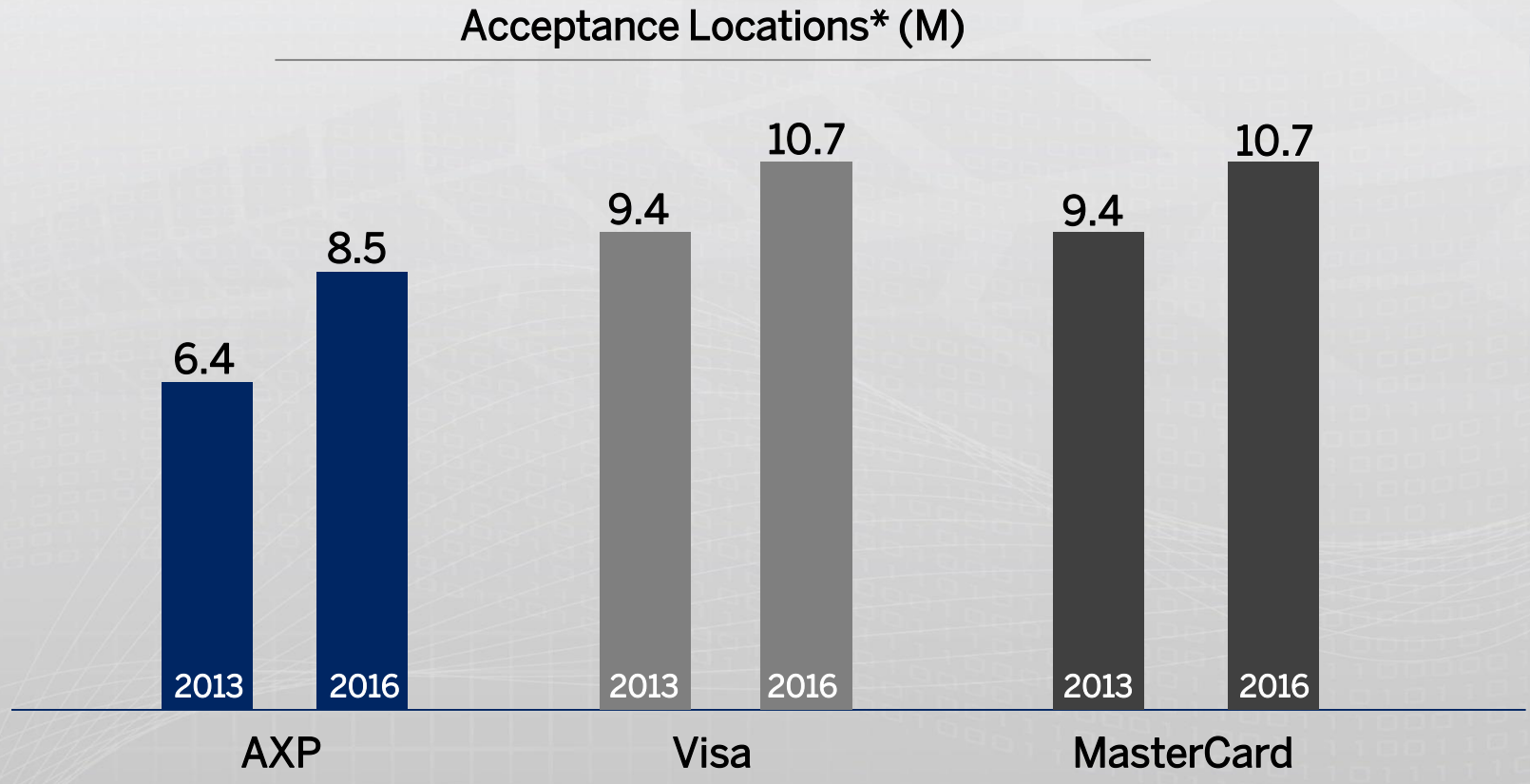
U.S. OptBlue Progress

OptBlue Point of Purchase Decals



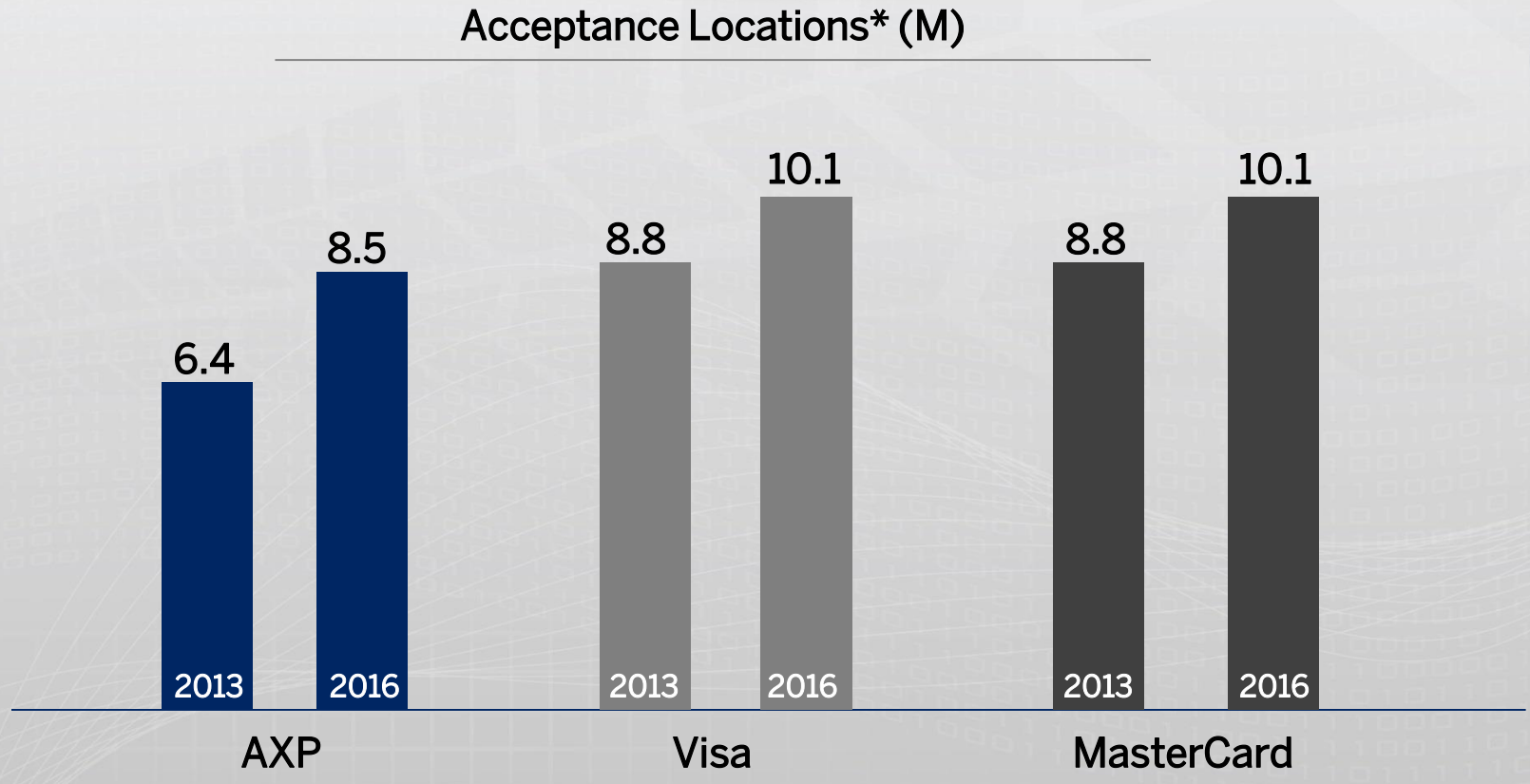


Gap to Parity in the U.S.



*Source: Nilson Report.

Gap to Parity in the U.S.



*Source: Nilson Report and Internal estimates which exclude ATM and Retail Bank Branches.

Coverage Growth in the U.S.

Over 1 million more places in the U.S. started accepting American Express® Cards in 2016.



Restaurants

Over **100,000** Restaurants started accepting American Express® Cards in the last year.

Coverage Growth in the U.S.

Over 1 million more places in the U.S. started accepting American Express® Cards in 2016.



Clothing Stores

Over **40,000** Clothing Stores started accepting American Express® Cards in the last year.

Gap to Parity in the U.S.

Key Industries



Government



Education



Healthcare



Franchises

Actions to Reach Parity in the U.S.



Modified Pricing in Key Industries



Heightened Focus on Franchises



Fully Leverage OptBlue Acquirers



2 Growth Potential and Strategies

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Acquisition Models – Outside U.S.

OptBlue

OptBlue℠ Canada

OptBlue℠ Mexico

Other Acquiring Partnerships

France

UK & Czech Republic

Nordics & Poland

Australia

India

Japan – JCB Partnership

- Japan's Largest Merchant Acquirer
- Reciprocal Partnership

In Japan



In Canada



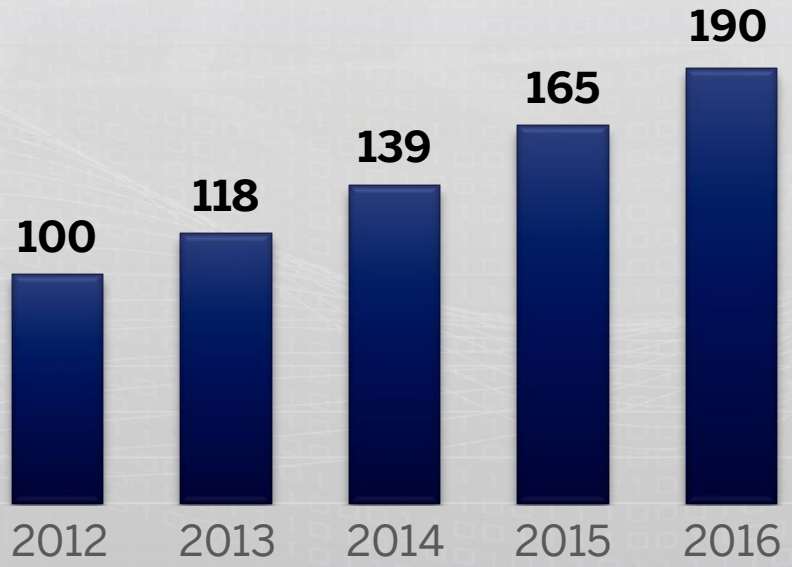
Japan – JCB Partnership

Locations Coverage



Billed Business* – 2012 to 2016

Indexed to 2012



*Excludes the impact of FX (see Glossary for an explanation of FX-adjusted information).

Key Merchant Signings – Global



1,600+ Locations
U.S.



537 Locations
U.S.



2,000 Locations
Spain



1,537 Locations
Mexico



Low Cost Airline
UK



1,850 Locations
Germany



417 Locations
Germany



438 Locations
Canada



2 Growth Potential and Strategies

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Merchant Satisfaction Research Overview

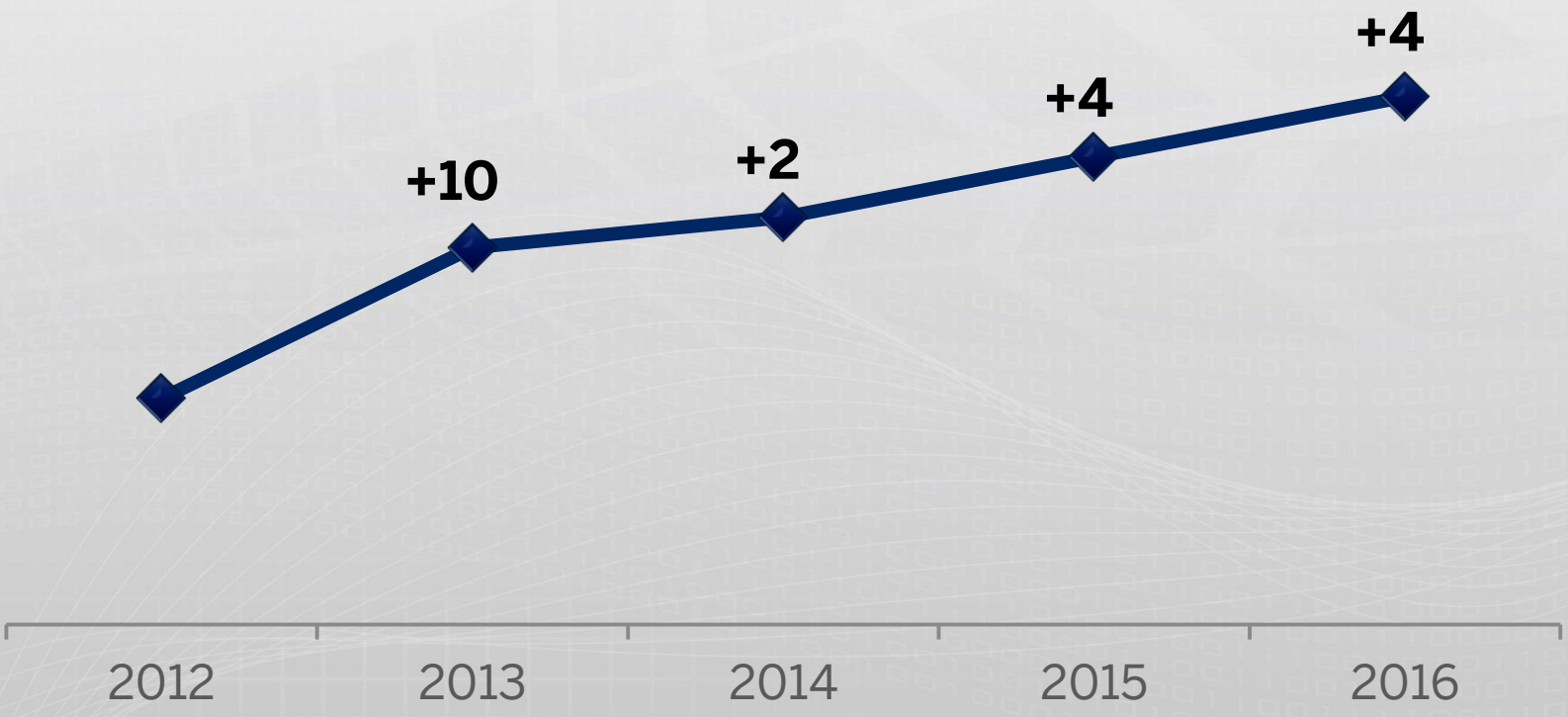
	Americas	Europe	JAPA
Countries	U.S. Canada Mexico	U.K. France Italy Germany Spain Netherlands Sweden	Australia Hong Kong Singapore

Segments

Managed

Small

Net Promoter Score* Results 2012 – 2016

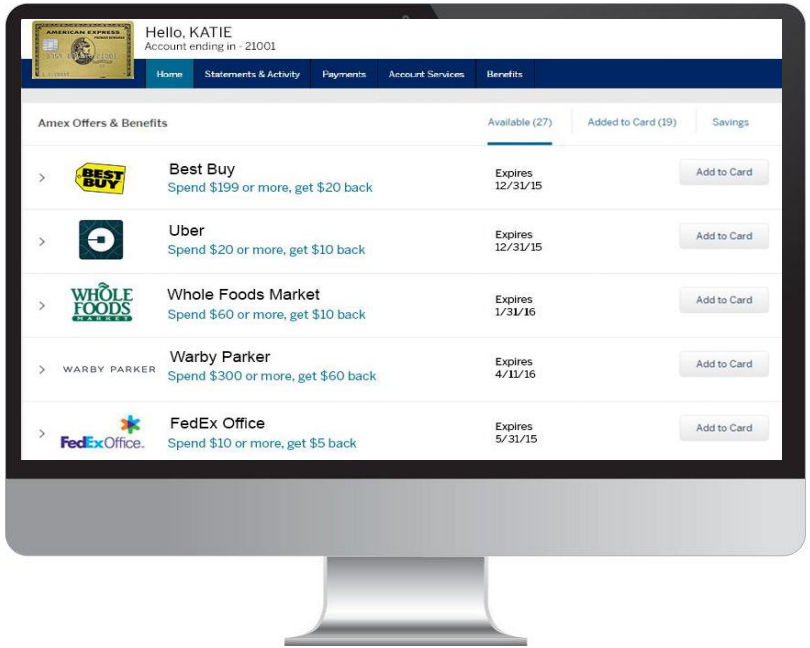


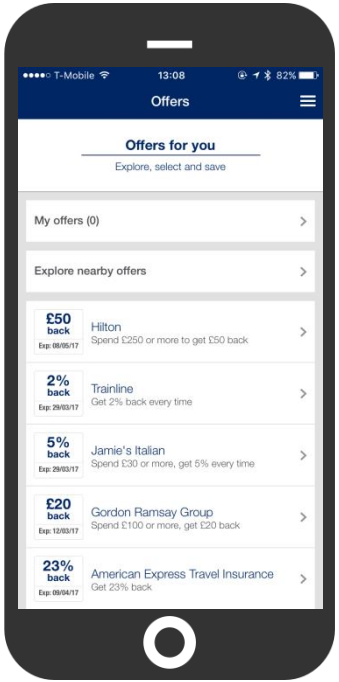
*See Glossary for definition of Net Promoter Score.

Key Improvements

- New “Merchant-Friendly” Policies
  - Reduced number of Low Dollar Chargebacks
  - Reduced Chargebacks on Older Transactions (Transactions > 120 days)
- Expansion of “Amex Offers”
- Expansion and Reinforcement of Small Merchant Pricing
- Enhanced Digital Servicing Capabilities

Amex Offers

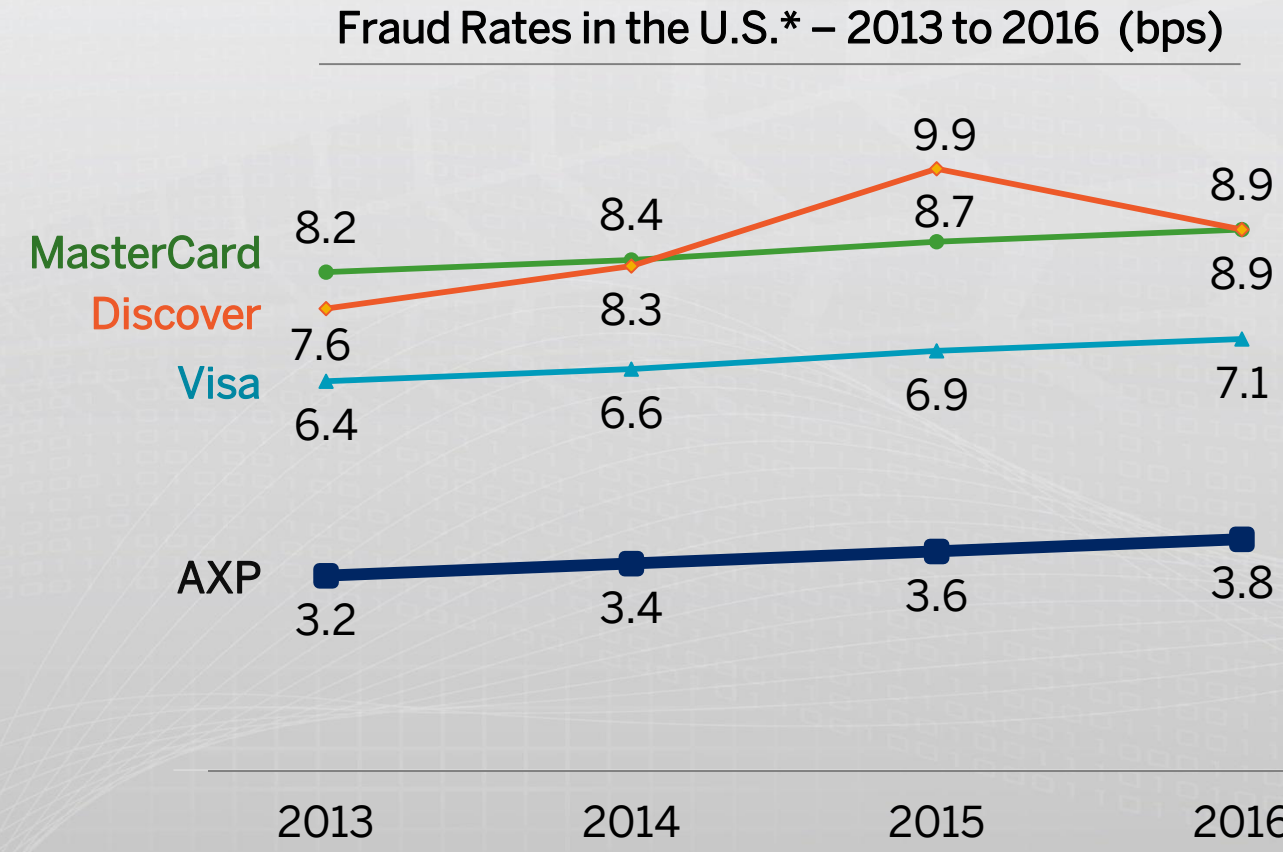

Hello, KATIE
Account ending in - 21001
Home
Statements & Activity
Payments
Account Services
Benefits
Amex Offers & Benefits
Available (27)
Added to Card (19)
Savings
Best Buy
Spend $199 or more, get $20 back
Expires 12/31/15
Add to Card
Uber
Spend $20 or more, get $10 back
Expires 12/31/15
Add to Card
Whole Foods Market
Spend $60 or more, get $10 back
Expires 1/31/16
Add to Card
Warby Parker
Spend $300 or more, get $60 back
Expires 4/11/16
Add to Card
FedEx Office
Spend $10 or more, get $5 back
Expires 5/31/15
Add to Card


T-Mobile
13:08
82%
Offers
Offers for you
Explore, select and save
My offers (0)
Explore nearby offers
£50 back
Hilton
Spend £250 or more to get £50 back
2% back
Trainline
Get 2% back every time
5% back
Jamie's Italian
Spend £30 or more, get 5% every time
£20 back
Gordon Ramsay Group
Spend £100 or more, get £20 back
23% back
American Express Travel Insurance
Get 23% back

Key Improvements

- New “Merchant-Friendly” Policies
  - Reduced number of Low Dollar Chargebacks
  - Reduced Chargebacks on Older Transactions (Transactions > 120 days)
- Expansion of “Amex Offers”
- Expansion and Reinforcement of Small Merchant Pricing
- Enhanced Digital Servicing Capabilities

Fraud Rates – U.S.



*Source: Nilson Report.

Accertify



InAuth



- Leading provider of Mobile & Web device authentication.
- Used by some of the largest Financial Institutions, Banks, Payment Networks and Merchants.



2 Growth Potential and Strategies

A **Merchant Coverage:** OptBlue U.S.

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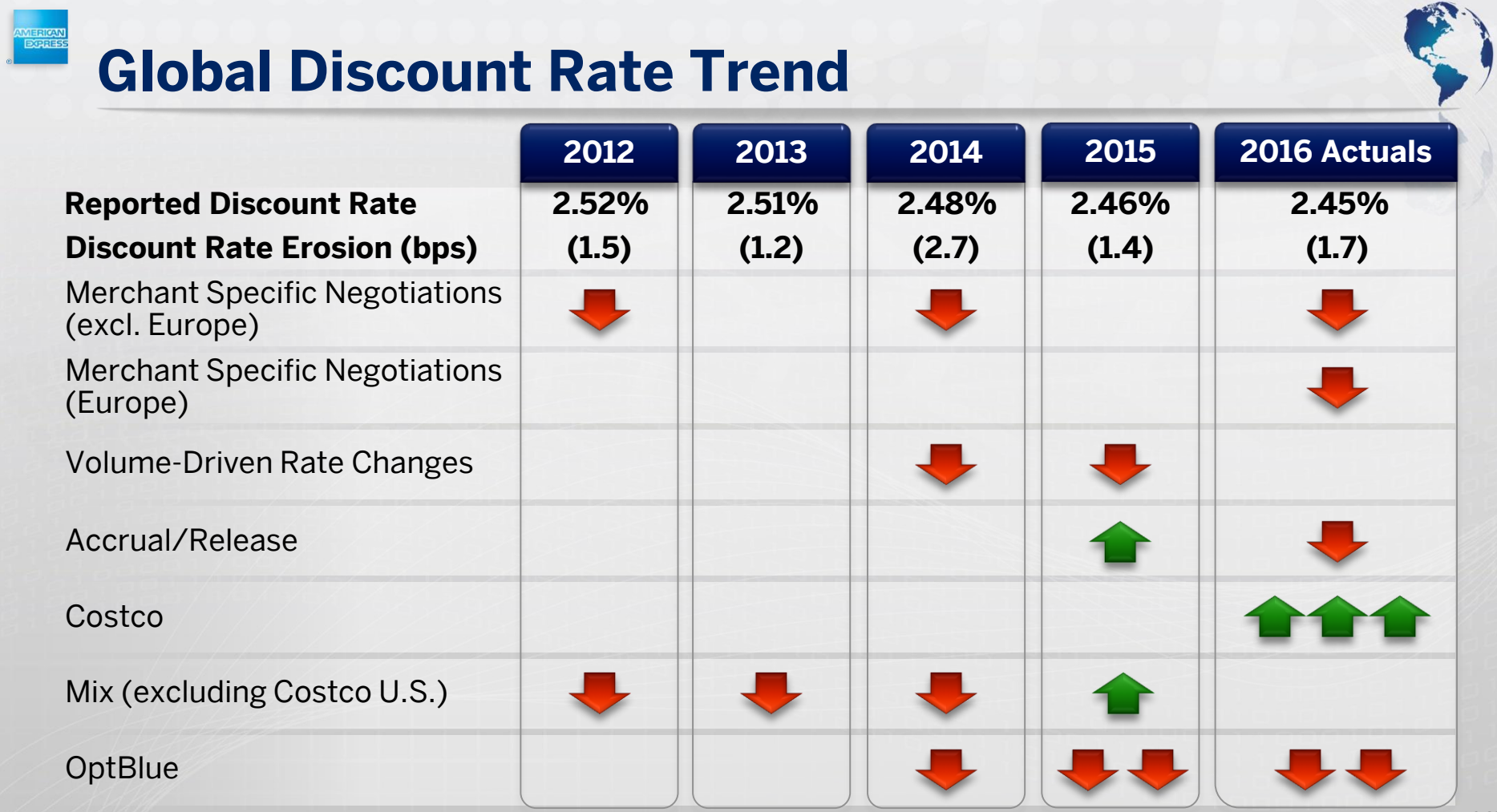
E Global Loyalty Coalition

Global Discount Rate Trend



	2012	2013	2014	2015	2016 Outlook
Reported Discount Rate	**2.52%**	**2.51%**	**2.48%**	**2.46%**	
Discount Rate Erosion (bps)	**(1.5)**	**(1.2)**	**(2.7)**	**(1.4)**	**~(3.0)-(4.0)**
Merchant Specific Negotiations (excl. Europe)	↓		↓		↓
Merchant Specific Negotiations (Europe)					↓
Volume-Driven Rate Changes			↓	↓	↓
Accrual/Release				↑	↓
Costco					↑ ↑ ↑
Mix (excluding Costco U.S.)	↓	↓	↓	↑	↓
OptBlue			↓	↓ ↓	↓ ↓

Global Discount Rate Trend



Global Discount Rate Trend – 2017

	First Half – 2017	Second Half – 2017
Discount Rate Erosion (bps)	**~1.0 – 2.0**	**~(4.0) – (5.0)**
Merchant Specific Negotiations (excl. Internationally Regulated Markets)	↓	↓
Merchant Specific Negotiations (Internationally Regulated Markets)	↓	↓↓
Volume-Driven Rate Changes		
Costco	↑↑↑↑↑	
Mix (excluding Costco U.S.)	↓	
OptBlue	↓	↓

Global Discount Rate Trend – 2017



Global Discount Rate Outlook – 2017 & 2018

	2017 Outlook	2018 Outlook
Discount Rate Erosion (bps)	**~(1.0) – (2.0)**	**~(2.0) – (3.0)**
Merchant Specific Negotiations (excl. Internationally Regulated Markets)	↓	↓
Merchant Specific Negotiations (Internationally Regulated Markets)	↓↓	↓
Volume-Driven Rate Changes		
Costco	↑↑↑	
Mix (excluding Costco U.S.)	↓	
OptBlue	↓	↓



2 Growth Potential and Strategies

A **Merchant Coverage:** OptBlue U.S.

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Loyalty Coalition Partners Examples

	U.S.	Germany	Italy	Mexico	Poland	India
Brand	Plenti	PAYBACK	PAYBACK	PAYBACK	PAYBACK	PAYBACK
Oil	Exxon Mobil	ARAL	Esso	PETRO 7 SEVEN	bp	HP
Telecom	AT&T	T	WIND 3	TELMEX	orange	
Department Stores	macy's	GALERIA KAUFHOF				CENTRAL
Supermarket	Southeastern Grocers	REWE	Carrefour	Comercial mexicana		BIG BAZAAR Is se *sasta* aur *accha* kahin nahi!
Drugstores	RITE AID	dm				

Loyalty Coalition – Key Metrics

	2014	2015	2016
Customer Metric			
Active Cards* (M)	59	92	108
Financial Metric			
FX Adjusted Revenues* ($M)	$318	$373	$410

*See Glossary for definition of Active Cards and FX Adjusted Information (2014 GAAP Revenues – $383M; 2015 GAAP Revenues – $379M).

PAYBACK – A Strategic Asset in Germany



- 8 out of 10 know the PAYBACK brand
- 1 out of 3 earns PAYBACK points
- Third most important card in German wallets

Metric	With PAYBACK (2013 – 2015)	With PAYBACK (2016)
Cards in Force	+7.8% annually	+14.7%
Billings	+5.3% annually	+14.0%

Key Priorities

Dramatically Improve Coverage

Strengthen Relationships with Merchants

Expand Loyalty Coalition

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Steve Squeri
Anré Williams

3 **Financial Outlook**

Jeff Campbell

4 Q&A



3 Financial Outlook

A Key Investor Questions

B Q1’17 Update

C Summary



3 Financial Outlook

A Key Investor Questions

B Q1’17 Update

C Summary

Key Investor Questions

How are you performing against the 2-year financial plan you provided last year?

How can you maintain your revenue growth while reducing your marketing expenses in 2017?

How does your business model provide a competitive advantage in the current environment?

What is a sustainable level of earnings growth in 2018 and beyond, given the external environment?

Key Investor Questions

How are you performing against the 2-year financial plan you provided last year?

How can you maintain your revenue growth while reducing your marketing expenses in 2017?

How does your business model provide a competitive advantage in the current environment?

What is a sustainable level of earnings growth in 2018 and beyond, given the external environment?

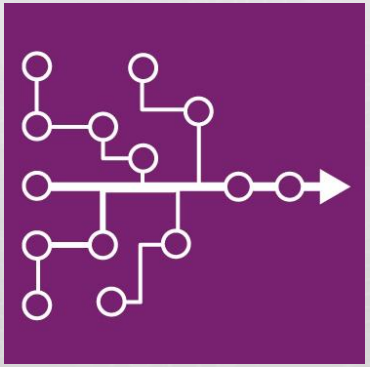
Our organization is focused on executing against 3 key priorities…



Accelerate Revenue Growth



Optimize Investments



Reset Cost Base

...our strong progress against those priorities drove our 2016 performance...

% Inc/(Dec) vs. prior year; except Diluted EPS

	FY'16 Reported	FY'16 Adjusted*
Billed Business	0%	8%
Total WW Loans	11%	13%
Total Revenues Net of Interest Expense	(2%)	5%
Marketing & Promotion	17%	17%
Total Opex	(11%)	(1%)
Diluted EPS	$5.65	$5.93

**Adjusted billed business excludes the impact of FX (see Glossary for an explanation of FX-adjusted information) and Costco cobrand card billed business (in-store and out-of-store) and billed business on other (non-Costco cobrand) American Express cards at Costco in the U.S. Adjusted worldwide Card Member loans, a non-GAAP measure, excludes the impact of FX. Adjusted total revenues net of interest expense, a non-GAAP measure, excludes the impact of FX and estimated revenues from Costco in the U.S., Costco U.S. cobrand Card Members and other merchants for out-of-store spend on the Costco cobrand card (see Annex B for a reconciliation). Adjusted total operating expenses, a non-GAAP measure, excludes 2016 restructuring charges, gains on the sales of the Costco and JetBlue portfolios, Q4'15 Prepaid Services Business charges and the impacts of FX (see Annex L for a reconciliation). Adjusted diluted EPS, a non-GAAP measure, excludes restructuring charges (see Annex A for a reconciliation).*

...enabling us to exceed our original outlook and provide momentum for 2017

Q4'15 Earnings Call	Q4'16 Earnings Call
2016 Adj. EPS Guidance*	**2016 Adj. EPS Performance***
$5.40-$5.70	$5.93
2017 EPS Guidance	**2017 EPS Guidance**
At least $5.60	$5.60-$5.80

**The company's 2016 adjusted EPS guidance and adjusted EPS performance, non-GAAP measures, exclude $410MM of pretax restructuring charges ($266MM after-tax). See Annex A for a reconciliation.*

Key Investor Questions

How are you performing against the 2-year financial plan you provided last year?

How can you maintain your revenue growth while reducing your marketing expenses in 2017?

How does your business model provide a competitive advantage in the current environment?

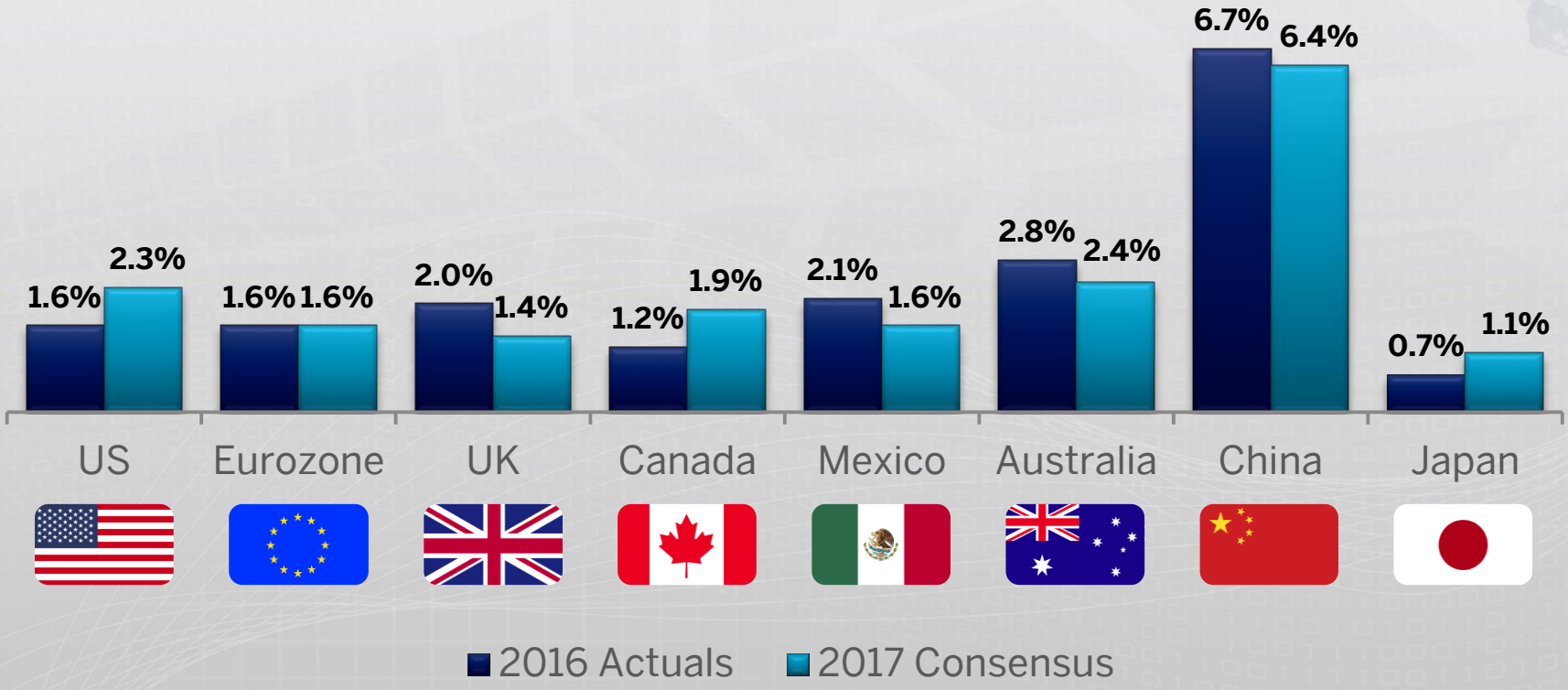
What is a sustainable level of earnings growth in 2018 and beyond, given the external environment?

2017 External Environment and Outlook

- Build projections based on economic consensus
  - U.S. GDP growth in 2017 expected to accelerate slightly from 2016, while Global GDP outlook is more mixed*

*GDP consensus and unemployment estimates per February 2017 Blue Chip Economic Indicators report.

While the U.S. economic outlook has improved, international expectations are more mixed



Source: February 2017 Blue Chip Economic Indicators report, Vol. 42, No. 2.

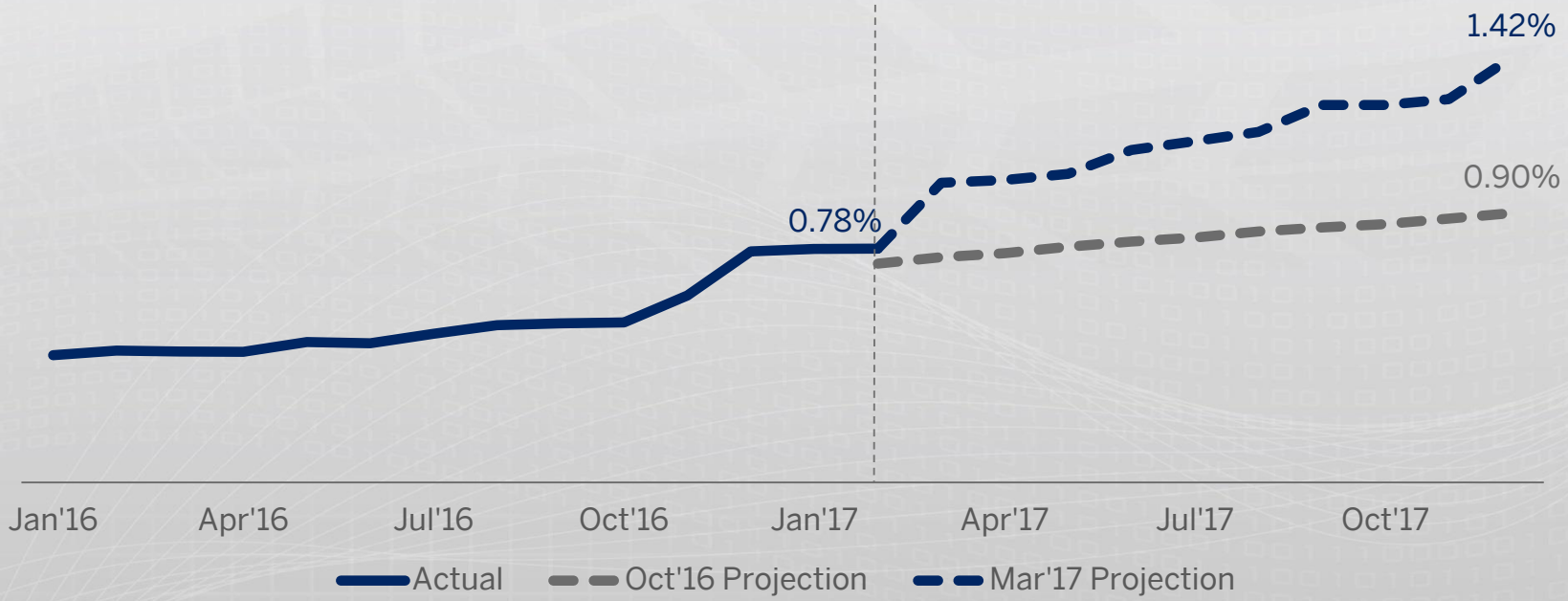
2017 External Environment and Outlook

- Build projections based on economic consensus
  - U.S. GDP growth in 2017 expected to accelerate slightly from 2016, while Global GDP outlook is more mixed*
  - Forward curve anticipates ~60 bp increase in interest rates by end of 2017

*GDP consensus and unemployment estimates per February 2017 Blue Chip Economic Indicators report.

U.S. interest rate expectations have risen since the election…

U.S. 1 Month LIBOR Projection

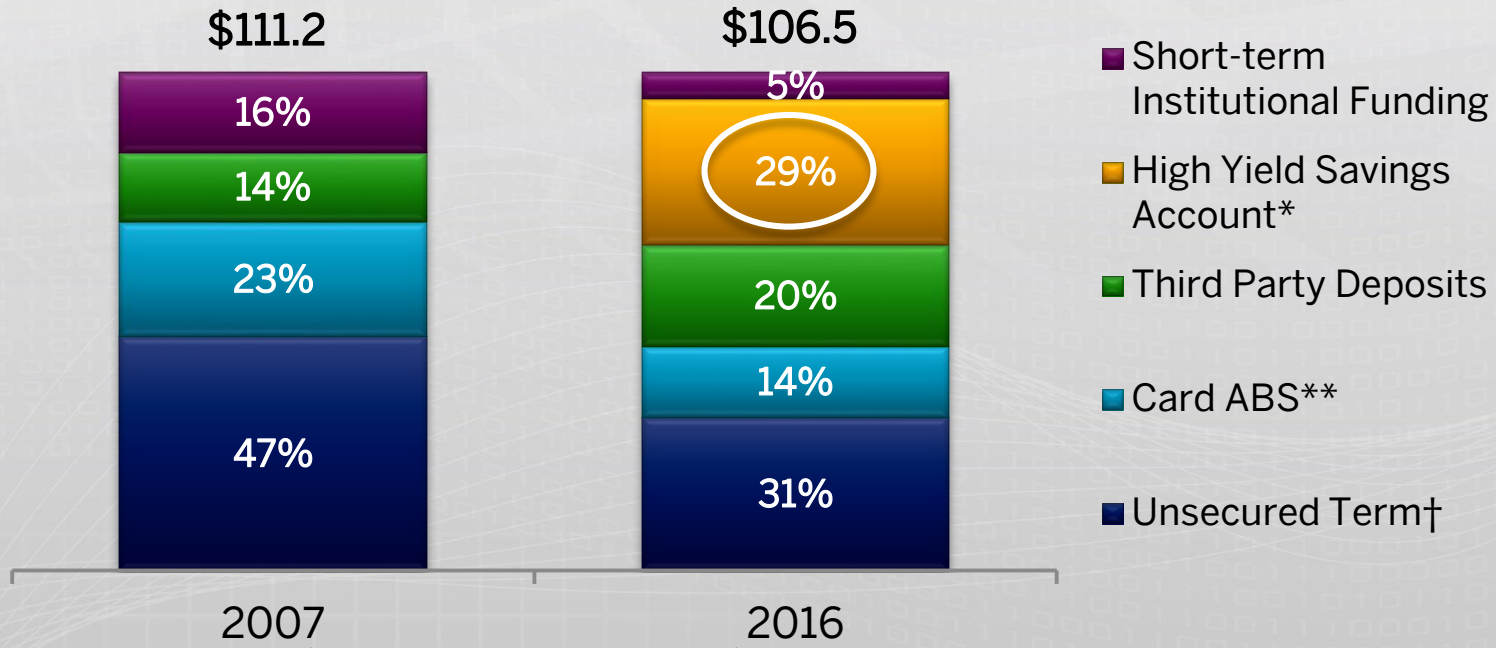


Note: Libor projection utilizes Bloomberg OIS (Overnight Index Swap) forward curve and other assumptions as of October 13, 2016 and March 7, 2017.

...though changes in the composition of our funding will influence rate sensitivity

Funding Mix

$ in billions



*Note: Totals may not sum due to rounding. *Consists of $31.0 from high yield savings accounts and $0.2 from retail CDs as of Dec 31, 2016. **Reflects face amount of Card ABS, net of securities retained by the Company. Includes outstanding ABS secured borrowing facility draws. On January 1, 2010, the Company consolidated its off-balance sheet ABS funding onto the balance sheet in compliance with new GAAP governing transfer of financial assets (formerly known as SFAS 166/167). †Reflects face amount of unsecured term debt; the long-term debt balance on the Company's consolidated balance sheet includes capitalized leases and certain adjustments that are not included in these balances.*

2017 External Environment and Outlook

- Build projections based on economic consensus
  - U.S. GDP growth in 2017 expected to accelerate slightly from 2016, while Global GDP outlook is more mixed*
  - Forward curve anticipates ~60 bp increase in interest rates by end of 2017
  - Unemployment rate continues to gradually improve through 2017*
  - Exchange rates remain at current levels
- Assume no further changes in tax and regulatory environment

*GDP consensus and unemployment estimates per February 2017 Blue Chip Economic Indicators report.

2017 EPS Outlook Drivers

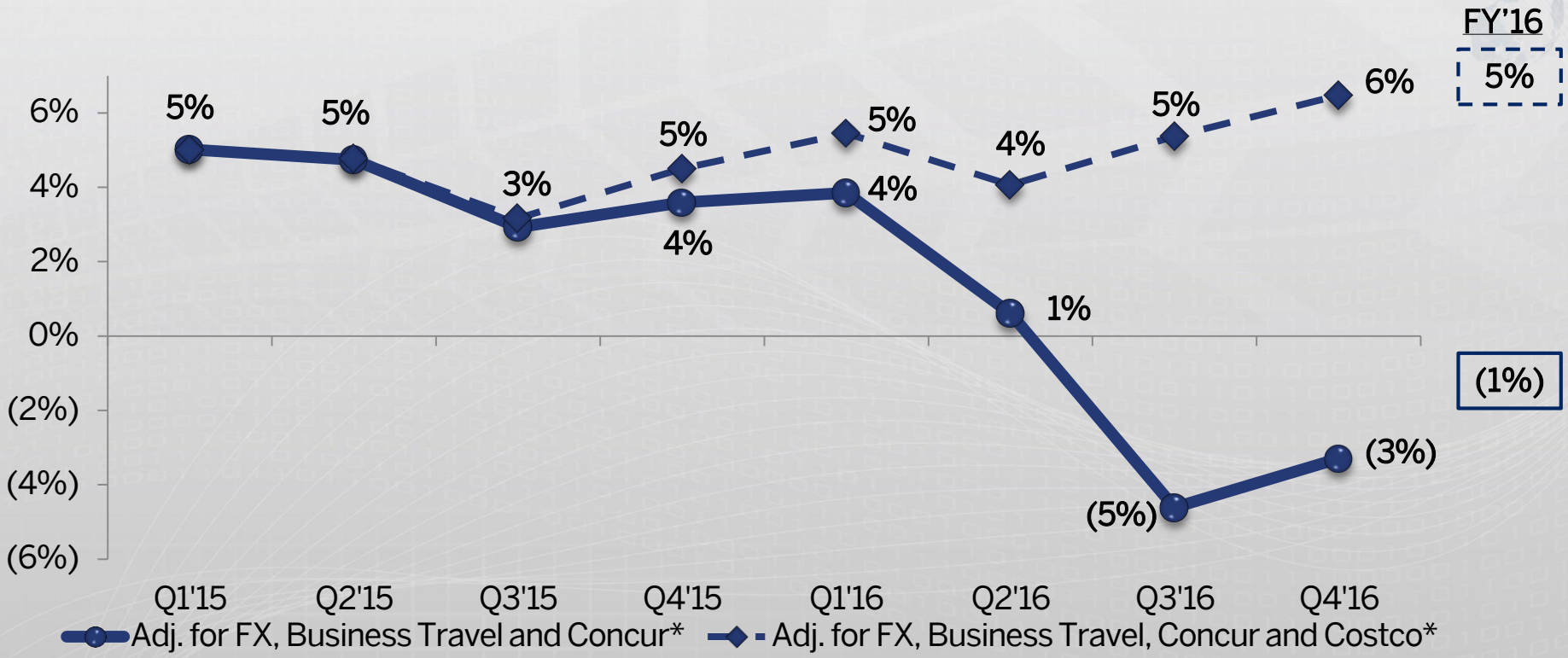
2017

$5.60-$5.80

- 2017 adjusted revenue growth of 5%-6%*

**2017 adjusted revenue assumption excludes Costco-related revenues of ~$3.1B for FY'15 and ~$1.2B for H1'16 and the impact of FX. See Glossary for an explanation of FX adjusted information.*

Adjusted revenue growth showed momentum exiting 2016…



*See Annex B for reconciliation to total Revenue Net of Interest Expense on a GAAP basis. *Total Revenue Net of Interest Expense adjusted for FX and excluding Business Travel revenues from H1'14 and the gain on the Q4'14 sale of the Concur investment and as further adjusted to exclude estimated revenues from Costco in the U.S., Costco U.S. cobrand Card Members and other merchants for out-of-store spend on the Costco cobrand card, and the related growth rates are non-GAAP measures.*

...driven by a number of growth initiatives across our businesses...

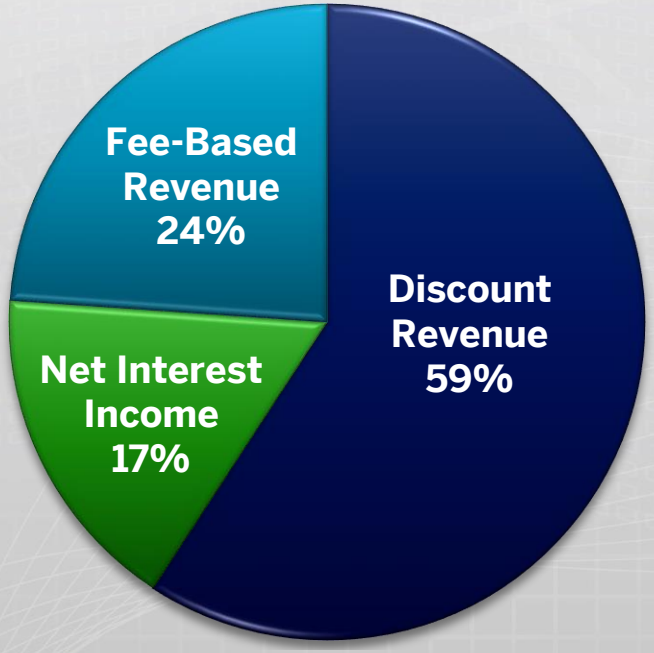


Global Consumer	Global Commercial	Global Merchant Services
Existing Customer Engagement	Small Business and Middle Market	Merchant Coverage
Acquisition Efficiency	Further Penetrate Commercial Payments	
Lending Expansion		

...which have not significantly impacted our overall revenue mix

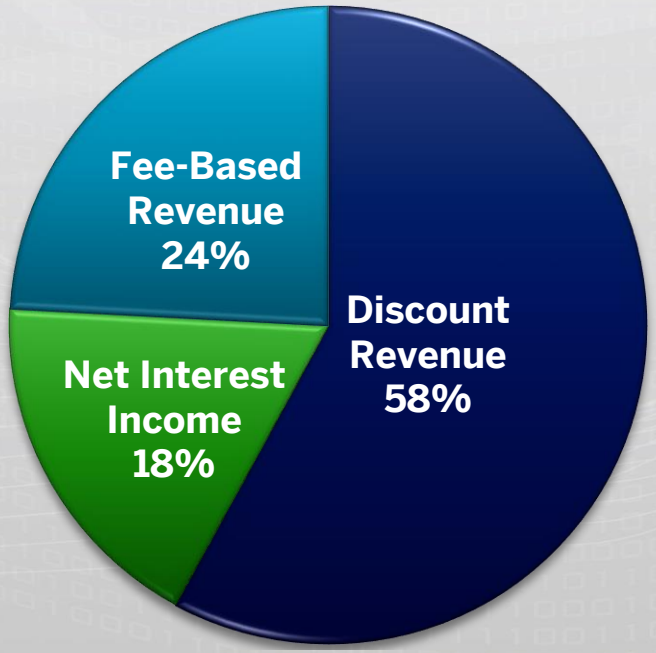
H2'14*

% of total revenue net of interest expense



H2'16

% of total revenue net of interest expense



*Note: Fee-Based Revenue reflects net card fees, other fees and commissions and other revenues. *Excludes the $719M pretax gain from the sale of the Company's investment in Concur from Fee-Based Revenue.*

2017 EPS Outlook Drivers

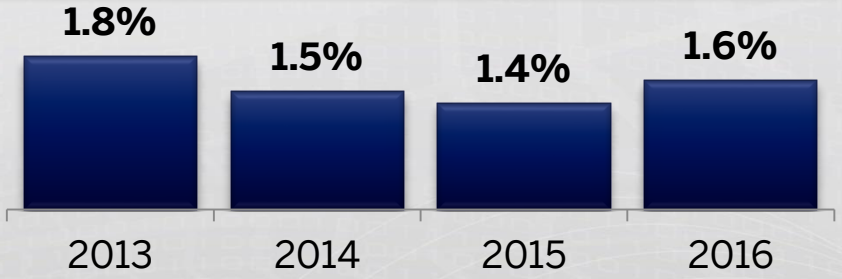
2017

$5.60-$5.80

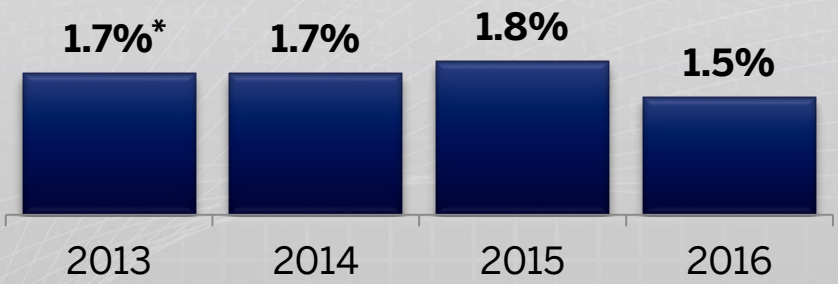
- 2017 adjusted revenue growth of 5%-6%
- Adjusted net interest income growth continues in excess of 10 percent, with provision growing at higher rates due to volumes accompanied by portfolio seasoning

Strong loan growth and modestly higher write-off rates will drive an increase in provision

WW Lending Write-Off Rate



Charge Write-Off Rate



Outlook Commentary

- Expect continued gradual increase in lending write-off rates, primarily due to:
  - Seasoning of new accounts
  - Shift towards proprietary lending products that have slightly higher write-off rates but also higher yields
- Expect modest increase in charge write-off rates versus historical low in 2016

**2013 Charge Write-Off rate includes only US Consumer and US Small Business, while 2014-2016 includes US Consumer, US Small Business and International Consumer.*

2017 EPS Outlook Drivers

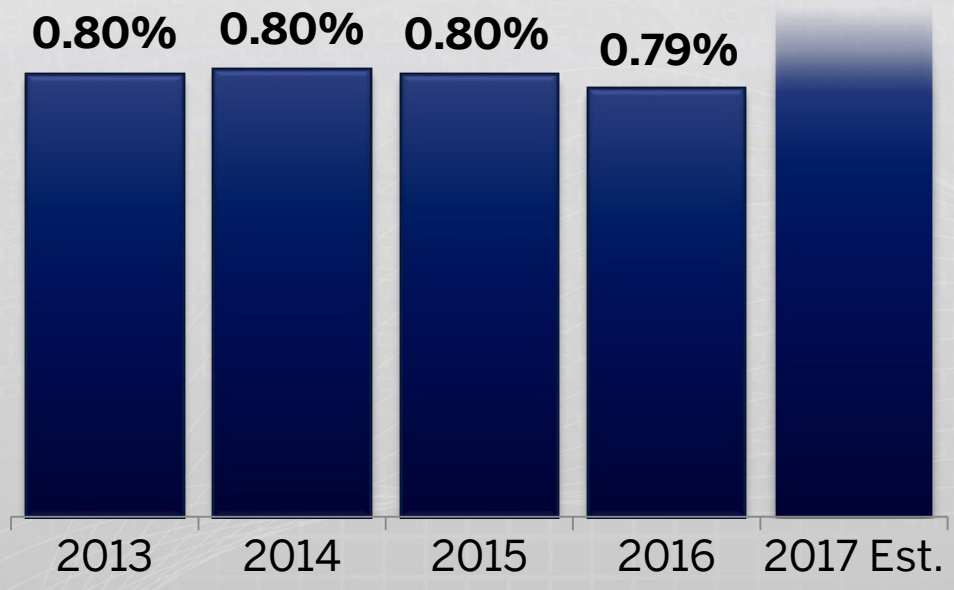
2017

$5.60-$5.80

- 2017 adjusted revenue growth of 5%-6%
- Adjusted net interest income growth continues in excess of 10 percent, with provision growing at higher rates due to volumes accompanied by portfolio seasoning
- Spending on Card Member engagement
  - Rewards to grow faster than billings
  - Continued investments in differentiated CM Services
  - Marketing & Promotion to moderate from 2016 level

Recent product enhancements will drive an increase in rewards…

Rewards/Proprietary Billings



Outlook Commentary

- Expect full year 2017 rewards/prop billings rate to be about 5bps above 2016
- Quarter over quarter volatility in rewards/prop billings rate, consistent with prior periods
- Rewards will continue to grow faster than billings over longer term but slow from 2017 growth rates

...and will also drive growth in Card Member Services

Cost of Card Member Services

$ in billions



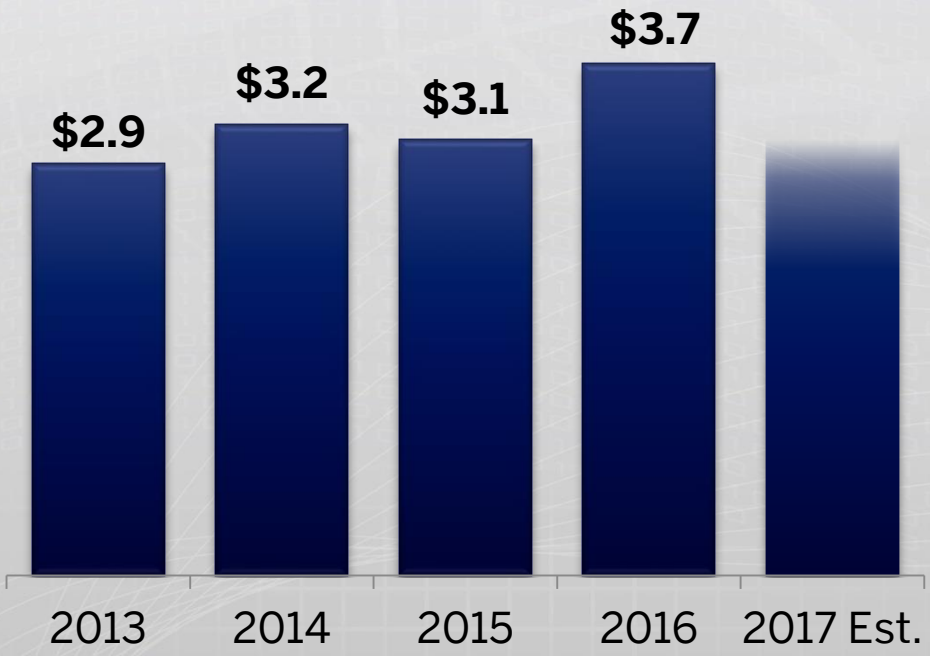
Outlook Commentary

- Expect Cost of Card Member Services to grow faster than billings due to continued investments in differentiated offerings
- Growth focused on differentiated services and offerings

Though Marketing & Promotion will decline from 2016 levels…

Marketing & Promotion Spend

$ in billions



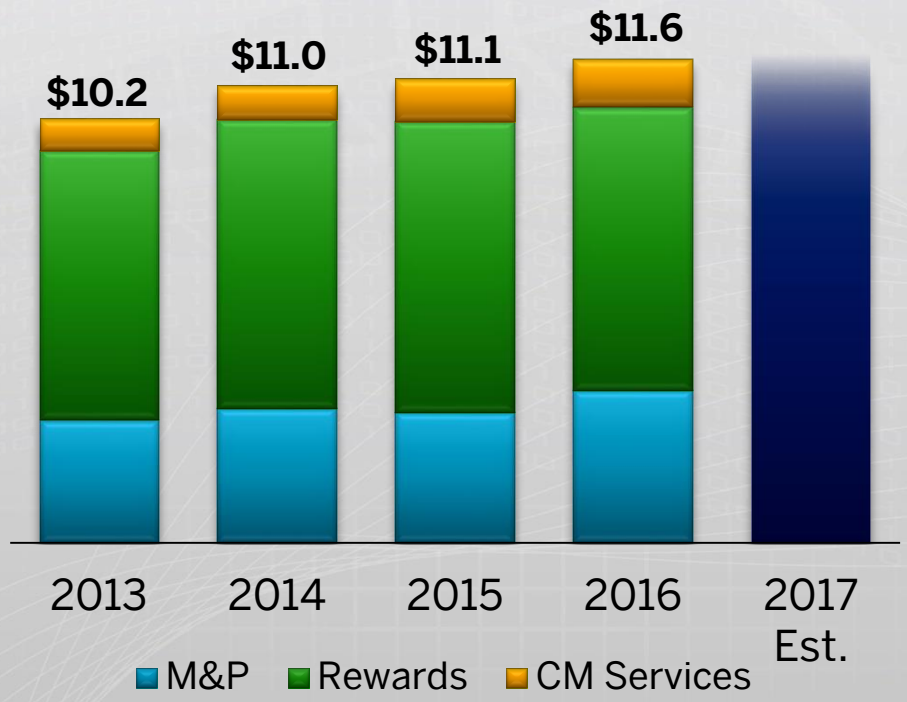
Outlook Commentary

- Expect 2017 to be lower than 2016 and more similar to 2015 levels
- Opportunities to increase efficiency of marketing spend
- Unique M&P opportunities during 2016
- Reflects change in mix of investments to other P&L lines

...total spending on Card Member Engagement will be relatively consistent

Rewards, CM Services and M&P

$ in billions



Outlook Commentary

- Expect 2017 engagement spending to be relatively consistent with 2016
- Reduction in M&P offset by higher investments in rewards and CM Services
- Reflects diversification of business model and strategy
- Focus on creating differentiated benefits

2017 EPS Outlook Drivers

2017

$5.60-$5.80

- 2017 adjusted revenue growth of 5%-6%
- Adjusted net interest income growth continues in excess of 10 percent, with provision growing at higher rates due to volumes accompanied by portfolio seasoning
- Spending on Card Member engagement
  - Rewards to grow faster than billings
  - Continued investments in differentiated CM Services
  - Marketing & Promotion to moderate from 2016 level
- Operating expenses expected to be lower than $10.9B
  - Solid progress on $1B cost reduction target

Solid progress on our $1B cost reduction initiatives…

Streamline Organizational Structure

Re-Engineer Key Processes

Leverage Policies

Examples

- New customer segments
- Shared services organization
- Risk & compliance consolidation

- Marketing operations
- Digital center of excellence
- Information management
- Technology development

- Sourcing
- Spending policies
- Location strategy

...and expect benefits to phase in over the course of 2017...

Adjusted Operating Expenses*

$ in billions



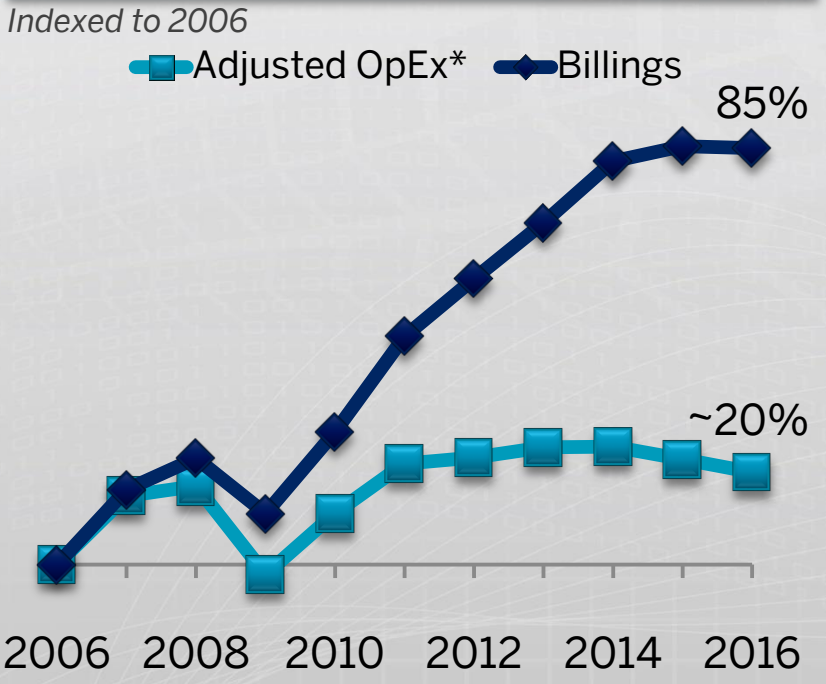
Outlook Commentary

- Making solid progress towards $1B goal
- Benefits phase-in over the course of 2017
- Reinvest portion of the benefits to drive greater Card Member engagement

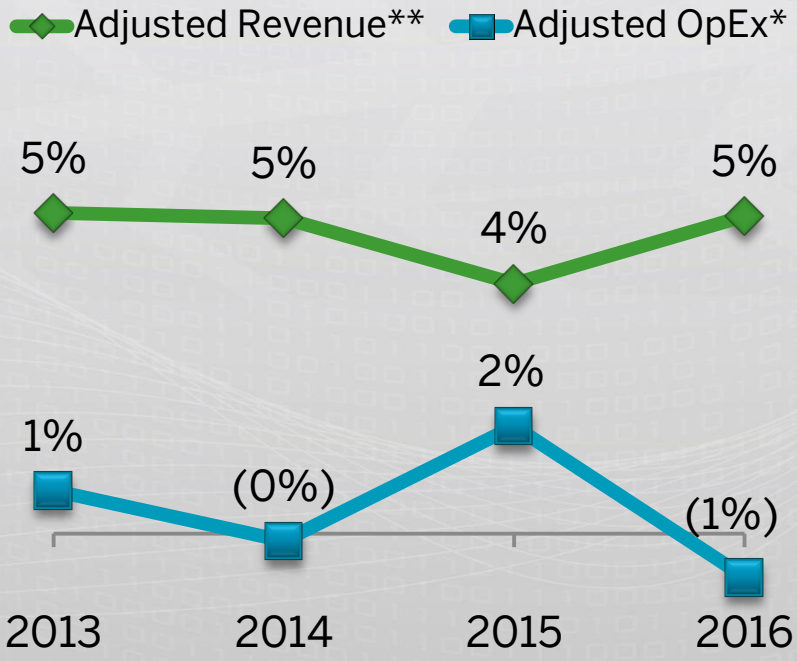
**Adjusted total operating expenses, a non-GAAP measure, excludes restructuring charges, Q1'13-Q2'14 Business Travel operating expenses, Q2'14 Business Travel JV gain and transaction-related costs, Q2'14 AXP Foundation contribution, Q4'15 Prepaid Services Business charge and Q2'16 Costco gain from total operating expenses. See Annex K for a reconciliation.*

...as our business model continues to provide operating leverage

Billings vs. Adjusted OpEx



Adjusted Revenue vs. Adjusted OpEx



*The growth rate of adjusted total operating expenses, a non-GAAP measure, excludes Visa/MasterCard litigation settlement proceeds, restructuring charges, Business Travel operating expenses, Q2'14 Business Travel JV gain and transaction-related costs, Q2'14 AXP Foundation contribution and Q4'15 Prepaid Services Business charge from total operating expenses. The impact of FX is also excluded from the right-hand side to align with the FX-adjusted revenue presentation. Certain reclassifications of prior period amounts have been made to conform to the current period presentation. Refer to Annex K and Annex L for a reconciliation to adjusted Operating Expense. **Adjusted total revenues net of interest expense, a non-GAAP measure, excludes the impact of FX and estimated revenues from Costco in the U.S., Costco U.S. cobrand Card Members and other merchants for out-of-store spend on the Costco cobrand card. Refer to Annex M for a reconciliation to Adjusted Revenue.

2017 EPS Outlook Drivers

2017

$5.60-$5.80

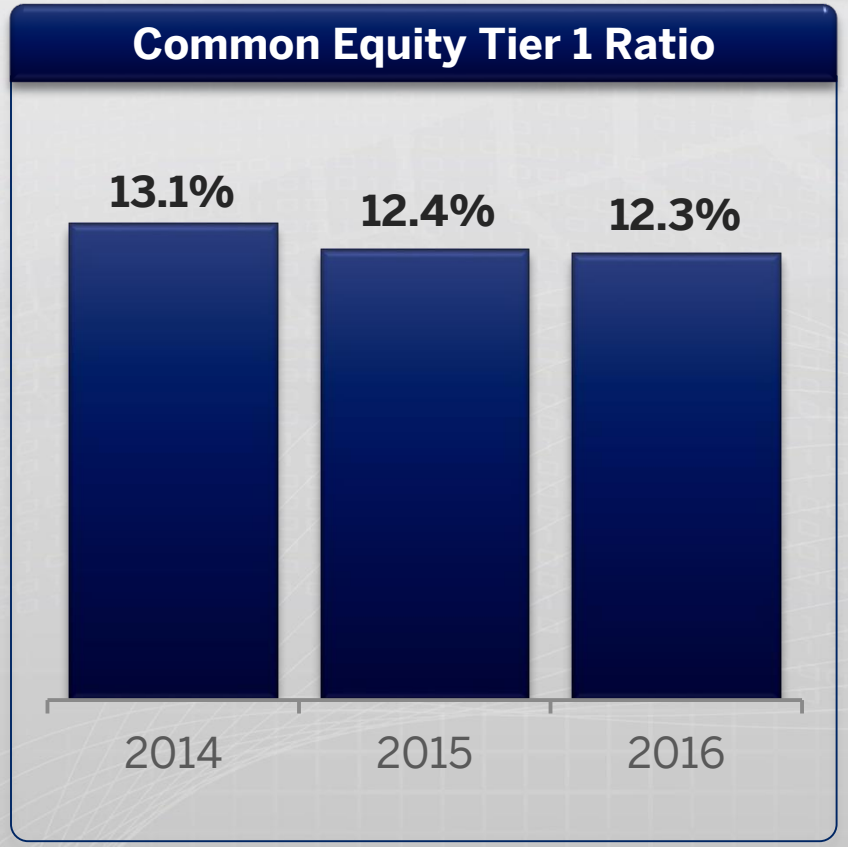
- 2017 adjusted revenue growth of 5%-6%
- Adjusted net interest income growth continues in excess of 10 percent, with provision growing at higher rates due to volumes accompanied by portfolio seasoning
- Spending on Card Member engagement
  - Rewards to grow faster than billings
  - Continued investments in differentiated CM Services
  - Marketing & Promotion to moderate from 2016 level
- Operating expenses expected to be lower than $10.9B
  - Solid progress on $1B cost reduction target
- Continue to leverage strong capital position

We have a track record of strong capital payout…



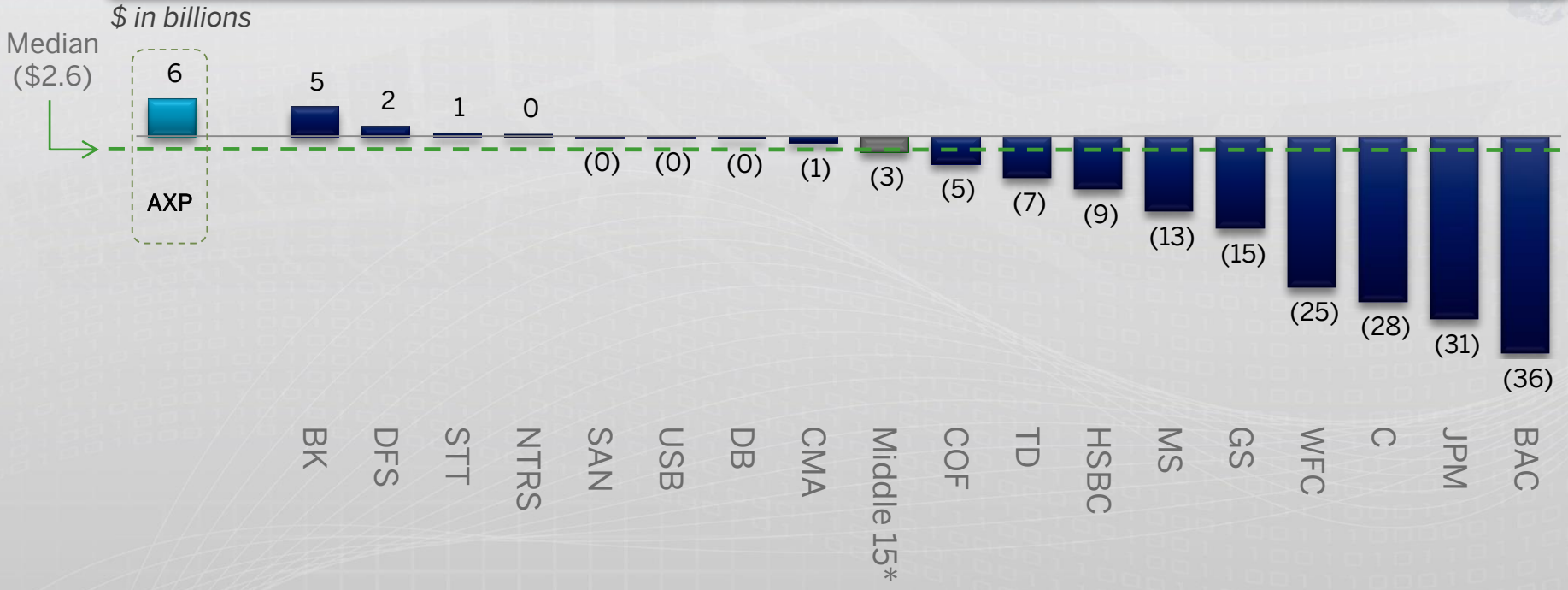
* Average quarterly dividend calculated from full-year common dividends paid. See Glossary for definition of Payout Ratio.

...with capital ratios remaining relatively steady



2016 CCAR results highlighted the strength of our business model…

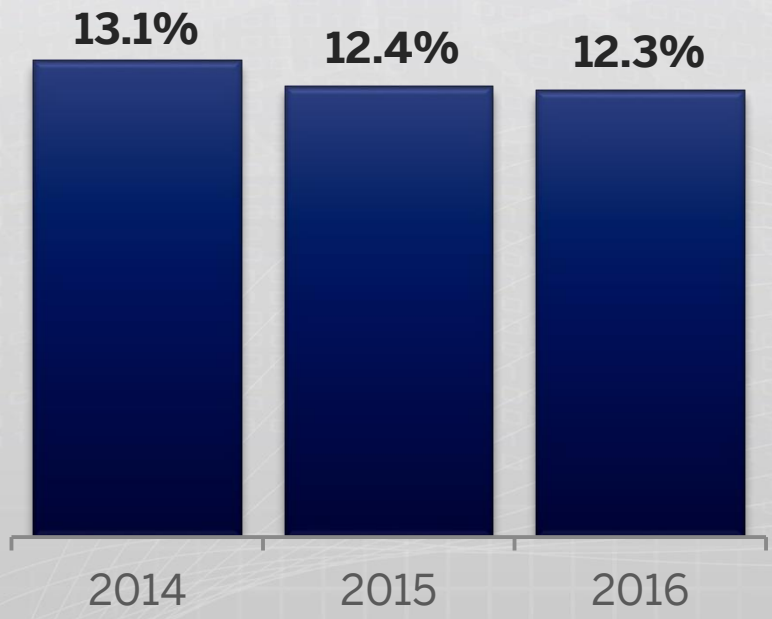
9 Quarter Cumulative Pre-tax Income – Severe Stress Scenario



*Source: Federal Reserve estimates in the severely adverse scenario, DFAST Supervisory Stress Test Methodology and Results (June 2016). The Federal Reserve's stress test results shown above assume common stock dividend payments continue at the same level as the previous year and repurchases of common stock are zero. The stress test results represent estimates under a hypothetical macroeconomic scenario that is more adverse than the current and economist consensus forecasted macroeconomic environments. Thus, these estimates are not forecasts of pre-tax net income or capital ratios and are not necessarily indicative of future performance under a severe stress scenario. Actual results could differ materially. *Represents the average of the middle 15 banks which include HBAN, KEY, FITB, BBT, ZION, STI, CFG, PNC, BNP, BBVA, RF, MTB, ALLY, MUFG, BMO.*

...and capital strength remains an important driver of earnings growth

Common Equity Tier 1 Ratio



Outlook Commentary

- Strong relative performance in prior CCAR submission
  - Net Income performance
  - Card write-off performance
- CCAR Submission in early April
  - AXP no longer subject to qualitative CCAR assessment
- Evolving regulatory environment



3 Financial Outlook

A Key Investor Questions

B Q1’17 Update

C Summary

Q1'17 Update

Performance trends

- EPS trajectory
- Billings and loans growth
- Adjusted revenue growth
- Rewards
- Provision



3 Financial Outlook

A Key Investor Questions

B Q1'17 Update

C Summary

Financial Growth Drivers



The American Express Story

- Payments Space is Competitive but Remains Attractive
  - Secular trends continue to drive lower use of cash and checks
  - Strong profitability and returns
- Diverse business opportunities…
  - U.S. Consumer, International, Middle Market & Small Business, Global Network and Merchant Services
- Powered by:
  - Brand and differentiated assets which provide competitive advantage
- Sustainable financial model
  - Growth Businesses + Operating Leverage + Capital Strength drive EPS Growth
- Experienced and focused management team with proven track record



Q&A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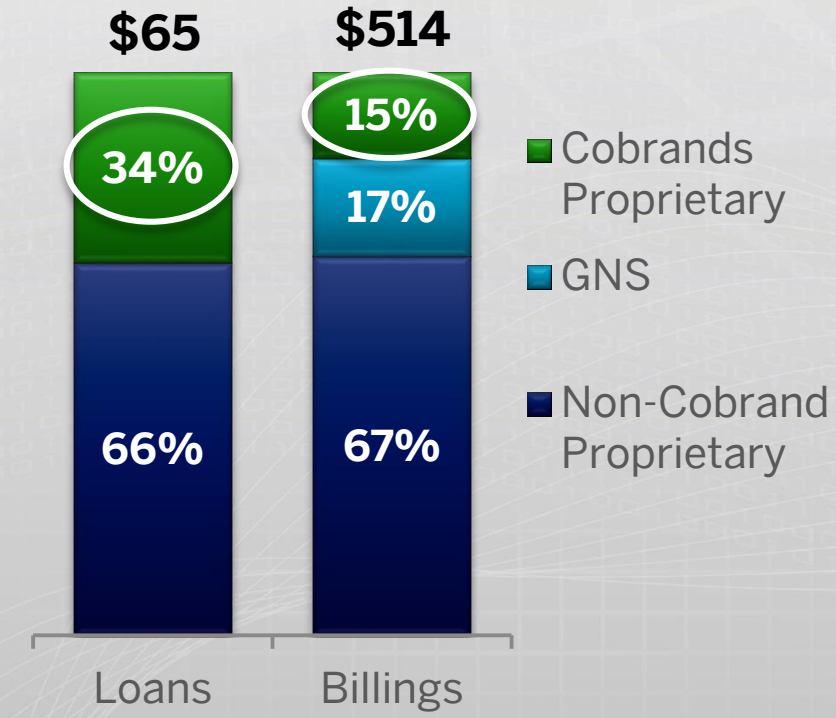
Appendix

Cobrand Billings and Loans Contribution

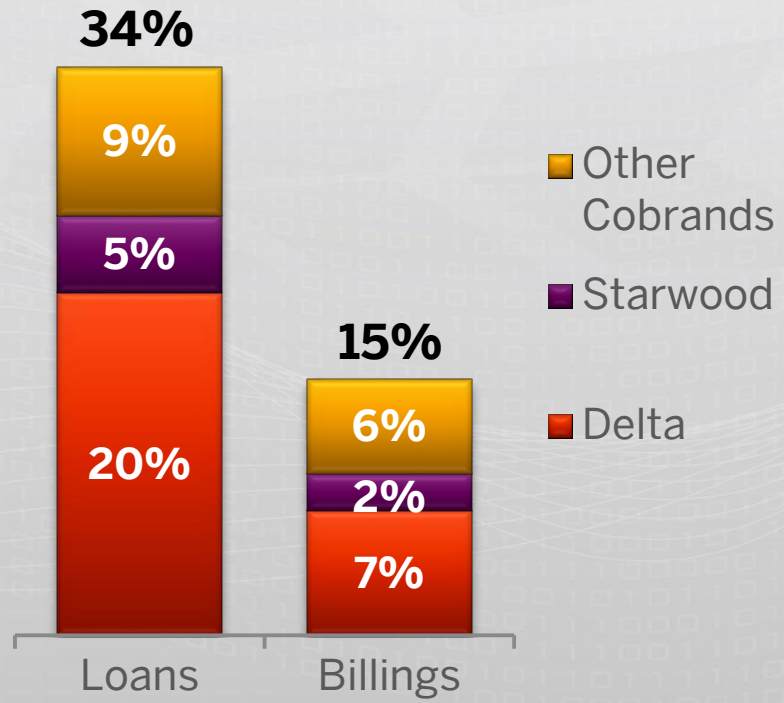
H2'16 Loans and Billings

$ in billions

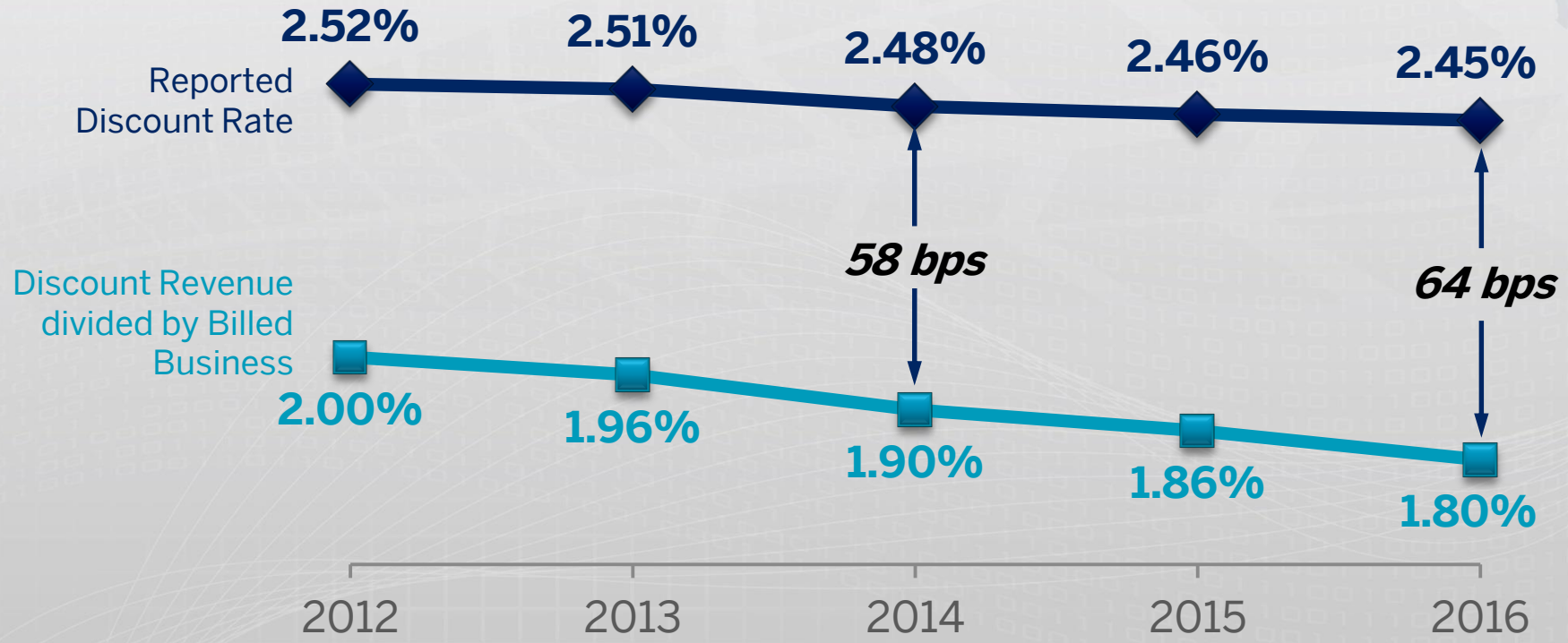


H2'16 Cobrand Loans and Billings

% of AXP Loans, Billings



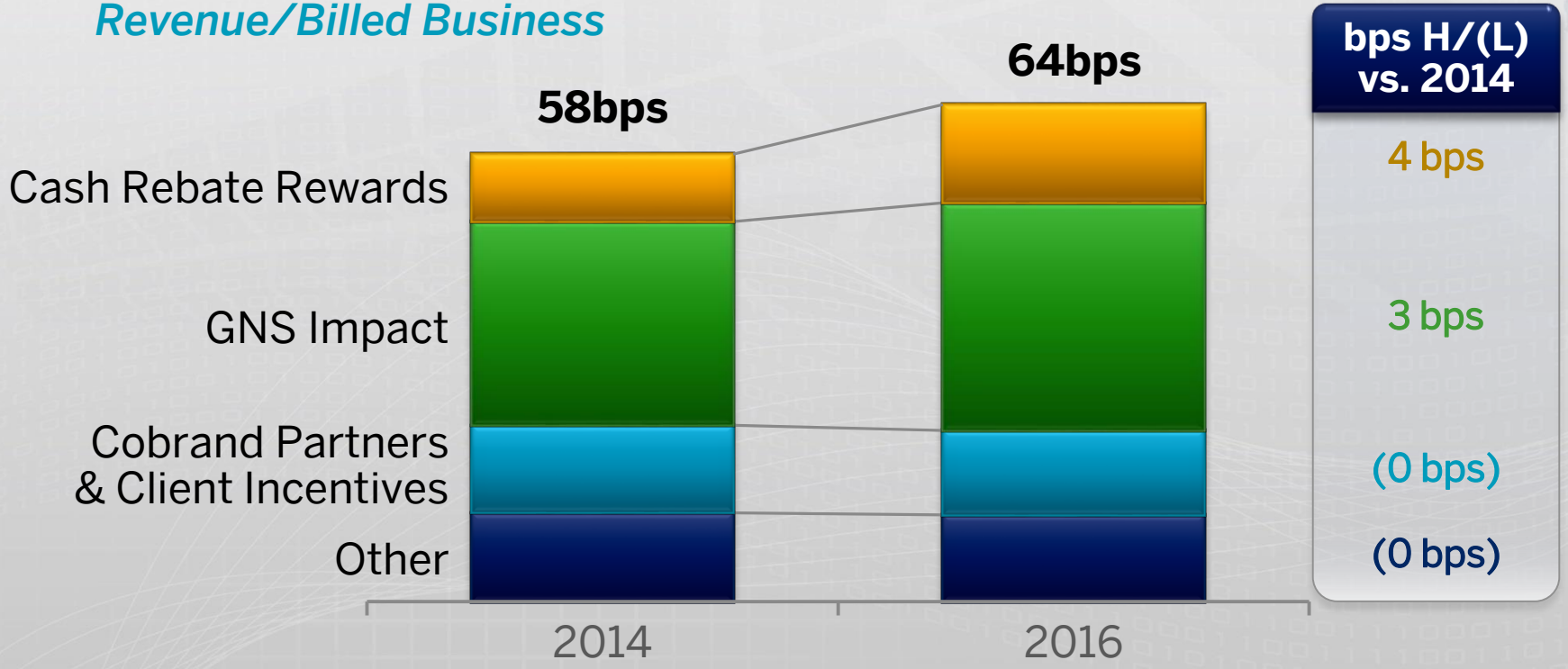
Discount Revenue Analysis



Note: Reported Discount Rate is the average discount rate that is generally designed to reflect pricing at merchants accepting general purpose American Express cards and represents the percentage of billed business (generated from both proprietary and GNS Card Member spending) retained by AXP from merchants we acquire, or for merchants acquired by a third party on our behalf, net of amounts retained by such third party. Numbers may not foot due to rounding.

Contra Discount Revenue Drivers

Difference between reported Discount Rate and Discount Revenue/Billed Business



Note: Cash Rebate Rewards includes statement credits; Other includes Other issuer contra revenue and adjustments for volume from ATM, certain B2B transactions and spending in proprietary markets where AXP is not the merchant acquirer.

Glossary (1 of 2)

- **Active Cards:** Consumers who collected and/or redeemed points at a Loyalty Coalition participating merchant during the calendar year presented.
- **Average Discount Rate:** This calculation is generally designed to reflect pricing at merchants accepting general purpose American Express cards. It represents the percentage of billed business (generated from both proprietary and GNS Card Member spending) retained by us from merchants we acquire, or for merchants acquired by a third party on our behalf, net of amounts retained by such third party.
- **Billed Business Acquired (Spend from New Customers):** Reflects the first 12 months of spending for a new customer acquired. For customers acquired less than 12 months prior, internal estimates have been used for their expected spending over the 12 month period.
- **Card Billed Business:** Includes activities (including cash advances) related to proprietary cards, cards issued under network partnership agreements (non-proprietary billed business), corporate payment services and certain insurance fees charged on proprietary cards. In-store spending activity within retail co-brand portfolios in GNS, from which we earn no revenue, is not included in non-proprietary billed business. Card billed business is included in the United States or outside the United States based on where the issuer is located
- **FX Adjusted Information:** Assumes a constant exchange rate between the periods being compared for purposes of currency translation into U.S. dollars (i.e., assumes 2016 foreign exchange rates apply to 2015 results). Certain amounts included in the calculations of FX-adjusted revenues and expenses, which constitute non-GAAP measures, are subject to management allocations.
- **Net Promoter Score (NPS):** The Net Promoter Score (NPS) measures the level of customer advocacy for AXP acceptance. The metric is calculated from ratings given by customers in response to a question that asks the customer if they were having a conversation with a peer regarding the cards they accept, how likely would they be to recommend to accept American Express, using a 1-10 scale where “1” means “Not at all Likely” and “10” means “Extremely Likely. customers who respond with a rating of 9 or 10 are “Promoters” while customers who respond with a rating between 1 and 6 are “Detractors.” The Net Promoter Score is calculated by subtracting the percentage of Detractors from the percentage of Promoters. The survey, conducted annually, is done via email and phone and administered by an independent research company on behalf of American Express.

Glossary (2 of 2)

- **Operating Expenses:** Represents salaries and employee benefits, professional services, occupancy and equipment, communications, and other, net.
- **Payout Ratio:** Calculated by dividing the total amount returned to shareholders through dividends and share repurchases during the respective period by the total capital generated through net income attributable to common shareholders and employee plans during the respective period.
- **Return on equity:** Calculated by dividing one year period net income attributable to shareholders by one year average shareholders' equity. Return on common equity is calculated by dividing one year period net income attributable to common shareholders by one year average common shareholders' equity.
- **Recommend to a Friend (RTF):** Measures a Card Member's satisfaction with the level of servicing provided by American Express customer care professionals. The metric is calculated from ratings given by Card Members in response to the question: "Based on this recent service experience, how likely are you to recommend American Express to a friend or colleague? Please use a 1 to 10 scale where '10' means 'extremely likely' and '1' means 'extremely unlikely.'" Card Members who respond with a rating of 9 or 10 are "Promoters" while Card Members who respond with a rating between 1 and 6 are "Detractors." RTF is the difference between the percentage of Card Members who are "Promoters" vs. "Detractors." Survey is conducted via email and administered by an independent research company on behalf of American Express. Responses from inbound phone and off-line servicing are gathered representing over 1MM surveys in a 12 month period.
- **SME:** Small and mid-sized businesses.

Annex A

FY'16 EPS Range Outlook

	FY'16 EPS Range	
GAAP EPS Outlook - including FY'16 Restructuring	**$5.12**	**$5.42**
Q1'16 Restructuring Charge per share (pre-tax)	$0.08	$0.08
Q2'16 Restructuring Charge per share (pre-tax)	$0.25	$0.25
Q3'16 Restructuring Charge per share (pre-tax)	$0.05	$0.05
Q4'16 Restructuring Charge per share (pre-tax)	$0.05	$0.05
Q1'16 Tax impact of Restructuring charge	($0.03)	($0.03)
Q2'16 Tax impact of Restructuring charge	($0.09)	($0.09)
Q3'16 Tax impact of Restructuring charge	($0.01)	($0.01)
Q4'16 Tax impact of Restructuring charge	($0.02)	($0.02)
Net impact of FY'16 Restructuring Charges per share (after-tax)*	**$0.28**	**$0.28**
EPS Outlook excluding restructuring charges & other contingencies	**$5.40**	**$5.70**

FY'16 EPS excluding the impact of Restructuring

	FY'16
Reported EPS	**$5.65**
FY'16 Restructuring Charge (pre-tax)	$0.43
FY'16 Tax Impact of Restructuring Charge	($0.15)
FY'16 EPS excluding the impact of Restructuring	**$5.93**

Annex B

Revenue Net of Interest Adjusted for FX, Global Business Travel, Concur and Costco

($ in billions)

	Q1'14	Q2'14	Q3'14	Q4'14	Q1'15	Q2'15	Q3'15	Q4'15	Q1'16	Q2'16	Q3'16	Q4'16	FY'15	FY'16
GAAP Revenue Net of Interest	**$8.2**	**$8.6**	**$8.3**	**$9.1**	**$8.0**	**$8.3**	**$8.2**	**$8.4**	**$8.1**	**$8.2**	**$7.8**	**$8.0**	**$32.9**	**$32.1**
Global Business Travel Revenue Net of Interest*	($0.3)	($0.4)												
Gain on Sale of Concur Investment				($0.7)										
Revenue Net of Interest Excluding GBT and Concur	$7.8	$8.2	$8.3	$8.4	$8.0	$8.3	$8.2	$8.4	$8.1	$8.2	$7.8	$8.0	$32.9	$32.1
Est. Costco-Related Revenue**	(~$0.7)	(~$0.8)	(~$0.8)	(~$0.8)	(~$0.8)	(~$0.8)	(~$0.8)	(~$0.8)	(~$0.7)	(~$0.5)	-	-	(~$3.2)	(~$1.2)
Revenue Net of Interest Excluding GBT, Concur and Costco	$7.1	$7.5	$7.5	$7.6	$7.2	$7.5	$7.4	$7.6	$7.4	$7.7	$7.8	$8.0	$29.7	$30.9
FX- Adjusted Revenue Net of Interest Excl. GBT and Concur	$7.6	$7.9	$8.0	$8.1	$7.8	$8.2	$8.2	$8.3					$32.5	
FX-Adjusted Revenue Net of Interest Excl. GBT, Concur and Costco	6.9	$7.1	$7.2	$7.3	$7.0	$7.4	$7.4	$7.5					$29.3	
YoY% Inc/(Dec) in GAAP Revenue Net of Interest					**(3%)**	**(4%)**	**(1%)**	**(8%)**	**2%**	**(1%)**	**(5%)**	**(4%)**		**(2%)**
YoY% Inc/(Dec) in Adjusted Revenue Net of Interest Excl. GBT and Concur					**1%**	**1%**	**(1%)**	**0%**	**2%**	**(1%)**	**(5%)**	**(4%)**		**(2%)**
YoY% Inc/(Dec) in Adjusted Revenue Net of Interest Excl. GBT, Concur and Costco					**1%**	**0%**	**(2%)**	**1%**	**3%**	**3%**	**5%**	**5%**		**4%**
YoY% Inc/(Dec) in FX- Adjusted Revenue Net of Interest Excl. GBT and Concur* **					**5%**	**5%**	**3%**	**4%**	**4%**	**1%**	**(5%)**	**(3%)**		**(1%)**
YoY% Inc/(Dec) in FX- Adjusted Revenue Net of Interest Excl. GBT, Concur and Costco* **					**5%**	**5%**	**3%**	**5%**	**5%**	**4%**	**5%**	**6%**		**5%**

*Note: In Q1'15, the Company reclassified amounts related to certain payments to cobrand partners reducing both marketing and promotion expense and discount revenue. Prior periods have been revised to conform to the current period presentation. *Represents operating performance of Global Business Travel as reported in H1'14. Does not include other Global Business Travel-related items, including equity earnings from the joint venture and impacts related to a transition services agreement that will phase out over time. **Represents estimated Other Revenue and Net Interest Income from Costco cobrand Card Members, Discount Revenue from Costco and other merchants for out-of-store spend on Costco cobrand cards. ***See Glossary for an explanation of FX-adjusted information.*

Annex C

*Regional Billed Business – Reported & FX-Adjusted**

% Increase/(decrease) vs. prior year

	Q1'15	Q2'15	Q3'15	Q4'15	Q1'16	Q2'16	Q3'16	Q4'16
Intl. Proprietary								
Reported	(10%)	(11%)	(12%)	(7%)	0%	3%	6%	5%
FX-Adjusted	2%	3%	3%	4%	6%	7%	7%	10%
Total Intl.								
Reported	(3%)	(5%)	(8%)	(3%)	2%	5%	10%	7%
FX-Adjusted	8%	8%	7%	8%	9%	10%	11%	11%

**See Glossary for an explanation of FX-adjusted information.*

Annex D

Adjusted Loan Growth

($ in billions)

	2014	2015
Total U.S. Loans Held for Investment*	$62.6	$51.5
Loans Held for Investment related to Costco in the U.S. and JetBlue	$15.8	
Total U.S. Loans excl. Loans Held for Investment related to Costco in the U.S. and JetBlue**	$46.8	$51.5
YoY Total Loans Growth on a GAAP basis		**(18%)**
YoY Loans Growth, excl. Loans Held for Investment related to Costco in the U.S. and Jetblue*		**10%**

**Total Loans include Card Member loans and Other Loans. **Costco and JetBlue loans reclassified as Held For Sale as of December 2015.*

Annex E

Global Consumer Loans & Revenue

$ in B

	2015	2016
Total Loans*	$51	$56
FX-Adj Total Loans	$50	
YoY Total Loans Growth on a GAAP basis		**11%**
YoY FX Adj Total Loans Growth		**12%**

	2015	2016
GAAP Revenue Net of Interest Expense	$19	$18
Est. Costco-Related Revenue***	($2)	($1)
Revenue Net of Interest Expense Excl. Costco	$17	$17
FX-Adj Revenue Net of Interest Expense Excl. Costco	$16	
YoY % Inc/(Dec) in Revenue Net of Interest		**(3%)**
YoY % Inc/(Dec) in FX-Adj Revenue Net of Interest Excl. Costco		**6%**

Global Consumer Billed Business

% increase/(decrease) vs. prior year

	2016 YoY %
Billed Business	(2%)
FX Adjusted	0%
Billed Business Excl. Costco**	6%
FX-Adj Billed Business excl. Costco	8%

*See Glossary for an explanation of FX-adjusted information. *Total Loans include Card Member loans and Other Loans. **Excludes Costco cobrand billed business (in-store and out-of-store) and billed business on other (non-Costco cobrand) American Express Cards at Costco in the U.S. ***Represents estimated Other Revenue and Net Interest Income from Costco cobrand Card Members, Discount Revenue from Costco and other merchants for out-of-store spend on Costco cobrand cards.*

Annex F

Global Consumer Billed Business

$B

ICNS Billed Business	2015 YoY %	2016 YoY %
Reported	(3%)	5%
FX-Adjusted*	8%	9%

U.S Consumer Billed Business	2015 YoY %	2016 YoY %
Billed Business	4.7%	(6.7%)
Billed Business excl. Costco**	6.3%	7.6%

**See Glossary for an explanation of FX-adjusted information. **Excludes Costco cobrand billed business (in-store and out-of-store) and billed business on other (non-Costco cobrand) American Express Cards at Costco in the U.S.*

Annex G

Global Consumer Total Loans

$B

Global Consumer	2014	2015	2016	2015 YoY %	2016 YoY %
Total loans held for investment*	$61	$51	$56	(16.9%)	10.8%
Loans held for investment related to Costco in the U.S. and JetBlue**	$13				
Total loans excl. loans held for investment related to Costco in the U.S. and JetBlue	$48				
FX-adjusted total loans excl. loans held for investment related to Costco in the U.S. and JetBlue***	$46	$50	$56	8.3%	12.0%
U.S. Consumer					
Total loans held for investment*	$53	$44	$49	(18.1%)	12.8%
Loans held for investment related to Costco in the U.S. and JetBlue**	$13				
Total loans excl. loans held for investment related to Costco in the U.S. and JetBlue	$40	$44	$49	9.5%	12.8%

** Total Loans include Card Member loans and Other Loans **Costco and JetBlue loans reclassified as Held For Sale as of December 2015 ***See Glossary for an explanation of FX-adjusted information.*

Annex H

Global Consumer Net Interest Yield on Card Member Loans

(Millions, except percentages and where indicated)

	FY'11	FY'12	FY'13	FY'14	FY'15	FY'16
Net interest income	**$4,451**	**$4,624**	**$4,888**	**$5,131**	**$5,420**	**$5,249**
Exclude:						
Interest expense not attributable to the Company's Card Member loan portfolio	216	176	159	136	129	124
Interest income not attributable to the Company's Card Member loan portfolio	(29)	(24)	(25)	(15)	(35)	(31)
Adjusted net interest income*	**4,638**	**$4,776**	**5,022**	**5,252**	**5,514**	**5,342**
Average loans including Held for Sale (billions)	**$51.6**	**$53.3**	**$54.8**	**$56.9**	**$59.1**	**$56.2**
Net interest income divided by average loans**	**8.6%**	**8.7%**	**8.9%**	**9.0%**	**9.2%**	**9.3%**
Net interest yield on Card Member loans***	**9.0%**	**9.0%**	**9.2%**	**9.2%**	**9.3%**	**9.5%**
Net write-off rate						**1.6%**
Net interest income divided by average loans/net write-off rate						**~5.8**
Net interest yield on Card Member loans/net write-off rate						**~6.0**

**Adjusted net interest income, a non-GAAP measure that represents net interest income attributable to our Card Member loans and loans HFS (which includes, on a GAAP basis, interest that is deemed uncollectible), excluding the impact of interest expense and interest income not attributable to our Card Member loans. The Company believes adjusted net interest income is useful to investors because it is a component of net interest yield on Card Member loans.*

***This calculation includes elements of total interest income and total interest expense that are not attributable to the Card Member loan portfolio, and thus is not representative of net interest yield on Card Member loans. The calculation includes interest income and interest expense attributable to investment securities and other interest-bearing deposits as well as to Card Member loans, and interest expense attributable to other activities, including Card Member receivables.*

****Net interest yield on Card Member loans, a non-GAAP measure that is computed by dividing adjusted net interest income by average loans, computed on an annualized basis. Reserves and net write-offs related to uncollectible interest are recorded through provisions for losses and are thus not included in the net interest yield calculation. Effective January 1, 2016, net interest yield also includes an insignificant amount of net interest income and loans related to certain non-traditional Card Member loans. The prior periods have been revised to conform with this presentation. The Company believes net interest yield on Card Member loans is useful to investors because it provides a measure of profitability of the Company's Card Member loan portfolio.*

Annex I

Global Commercial Services Revenue Net of Interest Adjusted for FX and Costco

($ in billions)

	FY'15	FY'16
GAAP GCS Revenue Net of Interest	$9.7	$9.8
Est. Costco-Related Revenue*	($0.5)	($0.2)
Revenue Net of Interest Excluding Costco	$9.2	$9.6
FX-Adjusted Revenue Net of Interest	$9.7	$9.8
FX-Adjusted Revenue Net of Interest Excl. Costco	$9.1	$9.6
YoY% Inc/(Dec) in GAAP Revenue Net of Interest		1%
YoY% Inc/(Dec) in Adjusted Revenue Net of Interest		4%
YoY% Inc/(Dec) in FX-Adjusted Revenue Net of Interest Excl. Costco		5%

*Note: *Estimated revenues from Costco in the U.S., Costco U.S. cobrand Card Members and other merchants for out-of-store spend on the Costco cobrand card.*

Annex J

Global Commercial Billed Business

% Increase/(decrease) vs. prior year

	FY '16
Reported	2%
Reported FX-Adjusted	3%
Reported Excl. Costco**	6%
FX-Adjusted & Excl. Costco	7%

Global Commercial Loans

$ in billions

	2015	2016
Total Global Commercial Loans***	$8.9	$10.3
FX-Adjusted Total Global Commercial Loans	$8.9	
YoY Total Commercial Loans Growth on a GAAP basis		**16%**
YoY FX-Adjusted Loans Growth, excl. Loans Held for Investment related to Costco in the U.S. and Jetblue*		**16%**

**See Glossary for an explanation of FX-adjusted information. **Represents Billings from Costco in the U.S., Costco U.S. cobrand Card Members and other merchants for out-of-store spend on the Costco cobrand card. ***Total Loans include Card Member loans and Other Loans.*

Annex K

Adjusted Total Operating Expense Indexed to 2006

($ in billions)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
GAAP Total Operating Expenses	**10.5**	**9.9**	**11.6**	**9.6**	**10.7**	**12.0**	**13.4**	**13.0**	**12.2**	**11.8**	**10.4**
Operating Expenses Reclassifications	0.2	0.1	0.1	0.4	0.2	0.3					
Gain on AEB Sale		0.8									
Net Investment in Foreign Subsidiary				(0.2)							
Visa/MasterCard Settlement Payments		1.1	0.6	0.9	0.9	0.6					
GBT Operating Expenses	~(1.4)	~(1.3)	~(1.5)	(1.5)	(1.5)	(1.6)	(1.7)	(1.4)	(0.7)		
Q2'14 GBT Transaction Gain									0.6		
Q2'14 GBT Transaction-related Costs									(0.1)		
AXP Foundation Contribution									(0.0)		
Gain on Sale of Costco Portfolio											1.1
Restructuring Charges							(0.4)		(0.4)		(0.4)
Prepaid Business Services Impairment Charge										(0.4)	
Adjusted Total Operating Expenses	9.3	10.6	10.8	9.2	10.3	11.3	11.4	11.6	11.6	11.3	11.1
YoY% Inc/(Dec) in Adjusted OpEx		14%	2%	(15%)	12%	9%	1%	2%	0%	(3%)	(2%)
OpEx Growth Indexed to 2006	**0%**	**~14%**	**~16%**	**~(2%)**	**~10%**	**~21%**	**~22%**	**~24%**	**~24%**	**~21%**	**~19%**

Note: The Company reclassified amounts related to fraud, ABS Trust and cobrand partner payments. Prior periods have been revised to conform to the current period presentation.

Annex L

Adjusted Total Operating Expense

($ in billions)

	2012	2013	2013 ('14 Growth Rate)	2014	2014 ('15 Growth Rate)	2015	2016
GAAP Total Operating Expenses	**13.4**	**13.0**	**13.0**	**12.2**	**12.2**	**11.8**	**10.4**
FX-Adjusted Total Operating Expenses	12.3	12.0	12.0	11.3	11.3	11.4	10.2
FX- Adj GBT Operating Expenses (H2'13 and H1'14)			(0.6)		(0.6)		
Q2'14 GBT Transaction Gain				0.6	0.6		
Q2'14 GBT Transaction-related Costs				(0.1)	(0.1)		
AXP Foundation Contribution				(0.0)	(0.0)		
Gain on Sale of Costco Portfolio							1.1
Restructuring Charges	(0.4)			(0.4)	(0.4)		(0.4)
Prepaid Business Services Impairment Charge						(0.4)	
FX-Adjusted Adjusted Total Operating Expenses	11.9	12.0	11.4	11.4	10.8	11.0	10.9
YoY% Inc/(Dec) in GAAP OpEx		(3%)		(6%)		(3%)	(11%)
YoY% Inc/(Dec) FX-Adjusted Adjusted OpEx		**1%**		**(0%)**		**2%**	**(1%)**

FX adjusted information is at December 2016 rates.

Annex M

Revenue Net of Interest Adjusted for FX, Global Business Travel, Concur and Costco

($ in billions)

	2012	2013	2013 ('14 Growth Rate)	2014	2014 ('15 Growth Rate)	2015	2015 ('16 Growth Rate)	2016
GAAP Revenue Net of Interest	31.5	32.9	32.9	34.2	34.2	32.8	32.8	32.1
FX- Adjusted Revenue Net of Interest	29.0	30.6	30.6	32.2	32.2	32.0	32.0	31.7
FX-Adj Global Business Travel Revenue Net of Interest*			(0.7)		(0.7)			
Gain on Sale of Concur Investment				(0.7)	(0.7)			
Est. Costco-Related Revenue**							(3.1)	(1.2)
Adjsuted FX- Adjusted Revenue Net of Interest	29.0	30.6	29.9	31.5	30.8	32.0	29.0	30.5
YoY% Inc/(Dec) in GAAP Revenue Net of Interest		4%		4%		(4%)		(2%)
YoY% Inc/(Dec) in FX- Adjusted Revenue Net of Interest Excl. GBT, Concur and Costco		**5%**		**5%**		**4%**		**5%**

*FX adjusted information is at December 2016 rates. Note: In Q1'15, the Company reclassified amounts related to certain payments to cobrand partners reducing both marketing and promotion expense and discount revenue. Prior periods have been revised to conform to the current period presentation. *Represents operating performance of Global Business Travel as reported in H1'14.Does not include other Global Business Travel-related items, including equity earnings from the joint venture and impacts related to a transition services agreement that will phase out over time. **Represents estimated Other Revenue and Net Interest Income from Costco cobrand Card Members, Discount Revenue from Costco and other merchants for out-of-store spend on Costco cobrand cards.*

Forward Looking Statements

This presentation includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, which are subject to risks and uncertainties. The forward-looking statements, which address the Company's expected business and financial performance and which include management's outlook for 2017, among other matters, contain words such as "believe," "expect," "estimate," "anticipate," "intend," "plan," "aim," "will," "may," "should," "could," "would," "likely" and similar expressions. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date on which they are made. The Company undertakes no obligation to update or revise any forward-looking statements. Factors that could cause actual results to differ materially from these forward-looking statements, include, but are not limited to, the following:

- the Company's ability to achieve its 2017 earnings per common share outlook as well as the quarterly earnings trajectory for 2017, which will depend in part on the following: revenues growing consistently with current expectations, which could be impacted by, among other things, weakening economic conditions in the United States or internationally, a decline in consumer confidence impacting the willingness and ability of Card Members to sustain and grow spending, a further strengthening of the U.S. dollar, a greater erosion of the average discount rate than expected, a greater impact on discount revenue from cash back and cobrand partner and client incentive payments, more cautious spending by large and global corporate Card Members, lower spending on new cards acquired than estimated and an inability of the Company to capitalize on prior investments, capabilities and efficiencies as it moderates marketing and promotion spend in 2017; the Company's success in addressing competitive pressures and implementing its strategies and business initiatives, including growing profitable spending from new and existing Card Members, increasing penetration among middle market and small business clients, expanding the Company's international footprint and increasing merchant acceptance; the level of spend in bonus categories on rewards-based and/or cash-back cards and redemptions of Card Member rewards and offers; the impact of any future restructuring charges or other contingencies, including, but not limited to, litigation-related settlements, judgments or expenses, impairments, the imposition of fines or civil money penalties, an increase in Card Member reimbursements and changes in reserves; write-downs of deferred tax assets as a result of tax law or other changes; credit performance remaining consistent with current expectations; continued growth of Card Member loans; the ability to continue to realize benefits from restructuring actions and operating leverage at levels consistent with current expectations; the amount the Company spends on Card Member engagement and the Company's ability to drive growth from such investments; changes in interest rates beyond current expectations (including the impact of hedge ineffectiveness and deposit rates); the impact of regulation and litigation, which could affect the profitability of the Company's business activities, limit the Company's ability to pursue business opportunities, require changes to business practices or alter the Company's relationships with partners, merchants and Card Members; the Company's tax rate being in line with current expectations, which could be impacted by, among other things, the Company's geographic mix of income being weighted more to higher tax jurisdictions than expected, changes in tax laws and regulation and unfavorable tax audits and other unanticipated tax items; the impact of accounting changes and reclassifications; and the Company's ability to continue executing its share repurchase program;

- changes in the substantial and increasing worldwide competition in the payments industry, including competitive pressure that may impact the prices charged to merchants that accept American Express cards, competition for cobrand relationships and the success of marketing, promotion or rewards programs;

Forward Looking Statements

- the actual amount to be spent on marketing and promotion, as well as the timing of any such spending, which will be based in part on management's assessment of competitive opportunities; overall business performance; contractual obligations with business partners and other fixed costs and prior commitments; management's ability to identify attractive investment opportunities and make such investments, which could be impacted by business, regulatory or legal complexities; and the Company's ability to realize efficiencies, optimize investment spending and control expenses to fund such spending;

- the Company's rewards expense and cost of Card Member services growing faster or slower than expectations, which will depend in part on Card Member behavior as it relates to their spending patterns and actual usage and redemption of rewards, as well as the degree of interest of Card Members in the value proposition offered by the Company; increasing competition, which could result in greater rewards offerings; the Company's ability to enhance card products and services to make them attractive to Card Members and to continue to expand the Company's global lounge collection; and the amount the Company spends on the promotion of enhanced services and rewards categories and the success of such promotion;

- the ability of the Company to reduce its overall cost base by $1 billion on a run rate basis by the end of 2017, which will depend in part on the timing and financial impact of reengineering plans, which could be impacted by factors such as the Company's inability to mitigate the operational and other risks posed by potential staff reductions, the Company's inability to develop and implement technology resources to realize cost savings and underestimating hiring and other employee needs; the ability of the Company to reduce annual operating expenses, which could be impacted by, among other things, the factors identified below; the ability of the Company to optimize marketing and promotion expenses, which could be impacted by higher advertising and Card Member acquisition costs, competitive pressures that may require additional expenditures or limit the Company's ability to reduce costs and an inability to continue to shift Card Member acquisition to digital channels; and the availability of opportunities to invest at a higher level due to favorable business results and changes in macroeconomic conditions;

- the ability to reduce annual operating expenses in 2017, which could be impacted by the need to increase significant categories of operating expenses, such as consulting or professional fees, including as a result of increased litigation, compliance or regulatory-related costs or fraud costs; the ability of the Company to develop, implement and achieve substantial benefits from reengineering plans; higher than expected employee levels; the impact of changes in foreign currency exchange rates on costs; the payment of civil money penalties, disgorgement, restitution, non-income tax assessments and litigation-related settlements; impairments of goodwill or other assets; management's decision to increase or decrease spending in such areas as technology, business and product development and sales forces depending on overall business performance; greater than expected inflation or merit increases; the Company's ability to balance expense control and investments in the business; the impact of accounting changes and reclassifications; and the level of M&A activity and related expenses;

- the Company's delinquency and write-off rates and growth of provision expense being higher than current expectations, which will depend in part on changes in the level of loan balances, delinquency rates, mix of loan balances, loans related to new Card Members and other borrowers performing as expected, unemployment rates, the volume of bankruptcies and recoveries of previously written-off loans;

Forward Looking Statements

- the Company's ability to execute against its lending strategy to grow loans, which may be affected by increasing competition, brand perceptions and reputation, the Company's ability to manage risk in a growing Card Member loan portfolio, and the behavior of Card Members and their actual spending and borrowing patterns, which in turn may be driven by the Company's ability to issue new and enhanced card products, offer attractive non-card lending products, capture a greater share of existing Card Members' spending and borrowings, reduce Card Member attrition and attract new customers;

- the Company's ability to attract and retain Card Members as well as capture the spending and borrowings of its customers, which will be impacted in part by competition, brand perceptions (including perceptions related to merchant coverage) and reputation and the ability of the Company to develop and market value propositions that appeal to Card Members and new customers and offer attractive services and rewards programs, which will depend in part on ongoing investment in marketing and promotion expenses, new product innovation and development, Card Member acquisition efforts and enrollment processes, including through digital channels, and infrastructure to support new products, services and benefits;

- the ability of the Company to grow internationally, which could be impacted by regulation and business practices, such as those favoring local competitors or prohibiting or limiting foreign ownership of certain businesses, the Company's ability to partner with additional GNS issuers and the success of GNS partners in acquiring Card Members and/or merchants, political or economic instability, which could affect lending and other commercial activities, the Company's ability to tailor products and services to make them attractive to local customers, and competitors with more scale and experience and more established relationships with relevant customers, regulators and industry participants;

- the ability of the Company to capture small business and middle market spending, which will depend in part on the willingness and ability of companies to use credit and charge cards for procurement and other business expenditures, perceived or actual difficulties and costs related to setting up card-based B2B payment platforms, the ability of the Company to offer attractive value propositions and card products to potential customers, competition, the Company's ability to enhance and expand its payment solutions, and the effectiveness of the Company's marketing and promotion of its corporate payment solutions and small business card products to potential customers;

- the possibility that the Company will not execute on its plans to significantly increase merchant coverage and achieve parity coverage with other card networks in the U.S. in 2019, which will depend in part on the success of OptBlue merchant acquirers in signing merchants to accept American Express, which could be impacted by the pricing set by the merchant acquirers, the value proposition offered to small merchants and the efforts of OptBlue merchant acquirers to sign merchants for American Express acceptance, as well as the awareness and willingness of Card Members to use American Express cards at small merchants and of those merchants to accept American Express cards;

- the erosion of the average discount rate by a greater amount than anticipated during 2017, 2018 and beyond, including as a result of further expansion of the OptBlue program, changes in the mix of spending by location and industry, merchant negotiations (including merchant incentives, concessions and volume-related pricing discounts), competition, pricing regulation (including regulation of competitors' interchange rates in the European Union and elsewhere) and other factors;

Forward Looking Statements

- the ability of the Company to execute its strategy with respect to Loyalty Coalitions, which will depend in part on the Company's success in continuing to attract new customers and partners, including by expanding into new countries, improving the value to merchants and collectors and innovating new features that are attractive to merchants and collectors;

- changes affecting the ability or desire of the Company to return capital to shareholders through dividends and share repurchases, which will depend on factors such as approval of the Company's capital plans by its primary regulators, the amount the Company spends on acquisitions of companies and the Company's results of operations and capital needs in any given period;

- the possibility the actual amount the Company's new Card Members spend during their first full year as Card Members will be lower than estimated, which will depend in part on factors such as changes in the economic and business environment, the Company's ability to successfully identify higher spending Card Members, the effectiveness of the Company's marketing and loyalty programs to continue to engage Card Members and the willingness of Card Members to sustain their spending at current levels;

- changes in global economic and business conditions, consumer and business spending, the availability and cost of capital, unemployment rates, geopolitical conditions (including potential impacts resulting from the U.S. Administration and the proposed exit of the United Kingdom from the European Union), foreign currency rates and interest rates, all of which may significantly affect demand for and spending on American Express cards, delinquency rates, loan balances and other aspects of the Company's business and results of operations;

- legal and regulatory developments, including with regard to actions by the CFPB and other regulators, broad payment system regulatory regimes and the stricter regulation of financial institutions, which could require the Company to make fundamental changes to many of its business practices; result in increased costs related to regulatory oversight, litigation-related settlements, judgments or expenses, restitution to Card Members or the imposition of fines or civil money penalties; materially affect capital or liquidity requirements, results of operations, or ability to pay dividends or repurchase of stock; or result in harm to the American Express brand; and

- factors beyond the Company's control such as fire, power loss, disruptions in telecommunications, severe weather conditions, natural disasters, health pandemics, terrorism, cyber attacks or fraud, which could significantly affect demand for and spending on American Express cards, delinquency rates, loan balances and results of operations or disrupt the Company's global network systems and ability to process transactions.

A further description of these uncertainties and other risks can be found in the Company's Annual Report on Form 10-K for the year ended December 31, 2016 and the Company's other reports filed with the Securities and Exchange Commission.